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Washington Training Center

**FY 1995
CATALOG OF
TRAINING
PROGRAMS**

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UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

United States
**Office of
Personnel Management**

Washington, DC 20415-0001

January 3, 1995

Dear Colleague:

It is my pleasure to share with you our FY 1995 Catalog of Training Programs. This publication contains a listing of courses, including course codes, tuition fees, and session dates from January 1995 through September 1995.

Over the past year, we experienced an increase in requests to conduct training programs tailored to agency-specific needs. We anticipate an even greater demand for these services as the Federal Government continues to respond to National Performance Review initiatives and reinvention efforts. Consequently, we have reduced the number of FY 1995 interagency course offerings to better accommodate the unique workforce development needs of Federal, state, and local government agencies in the Washington metropolitan area. Almost all of our interagency training programs can be customized and delivered at your locale. To find out more about our products and services, please contact us at (703) 312-7300.

You may have heard that we are reshaping our organization. We will continue to provide you with the best training services available.

Our commitment to improve every aspect of your training experience remains our highest priority. As always, we welcome your suggestions for improving our services and look forward to meeting your training or needs.

Sincerely,

Nancy E. Randa

Nancy E. Randa
Director
Washington Training Center

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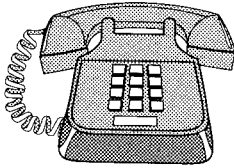
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Registration



If you would like directions to our training facility, information about local hotels, or are not sure who to contact about your training needs, please call:

General Information.(703) 312-7200

We are able to receive calls from the hearing impaired at the following number:

Telecommunications Device for the Deaf.(703) 235-5939

REGISTRATION

You may fax your registration to any of the following numbers:

(703) 235-5935

(703) 235-5937

(703) 235-5938

Registration forms may be mailed to the following address. Whenever possible, please include the course code on the mailing envelope.

US OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON TRAINING CENTER
COURSE CODE:
SUITE 1000
1400 WILSON BOULEVARD
ARLINGTON VA 22209-2312

When training is held at a location other than our training facility at 1400 Wilson Boulevard, Arlington, Virginia, information about the location and receiving telephone calls during the session will be included with the confirmation letter.

OBTAINING TRAINING ANNOUNCEMENTS AND CATALOGS

To have your agency address placed on a mailing list to receive training announcements and catalogs, write to us at:

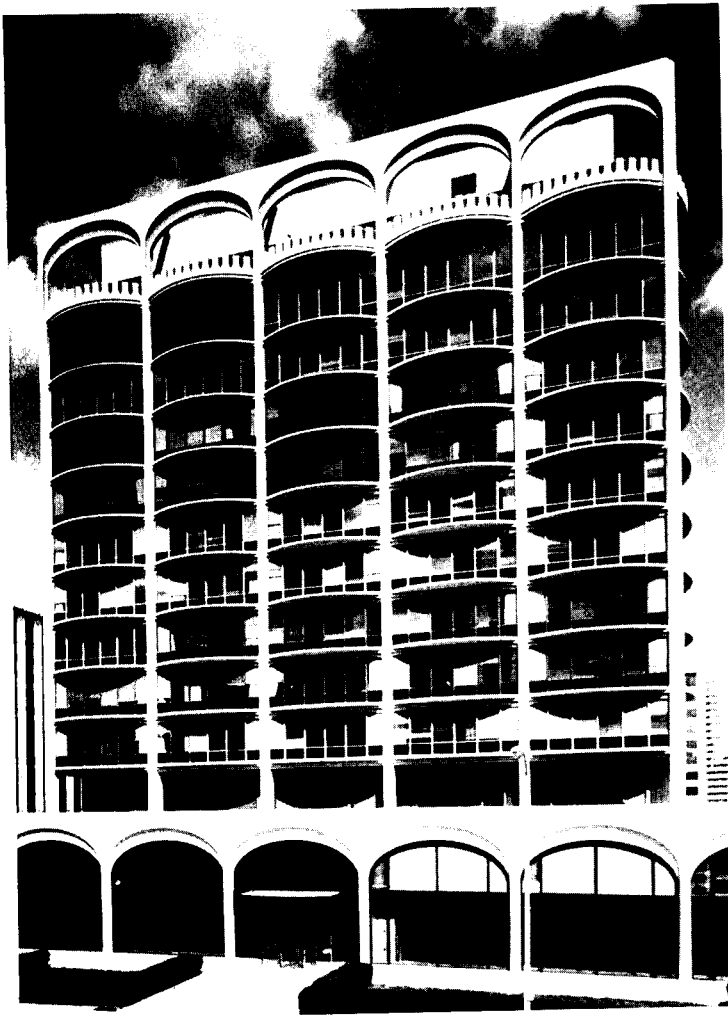
US OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON TRAINING CENTER
1400 WILSON BOULEVARD SUITE 1000
ARLINGTON VA 22209-2312

To notify us of changes to your current mailing address, please send your current mailing label and the requested change(s) to the above address.

Location

LOCATION

Washington Training Center (WTC) is located at 1400 Wilson Boulevard in Rosslyn, Virginia. The building is a short walk from the Rosslyn Metro



Station and is easily accessible by car. By subway, 1400 Wilson Boulevard can be reached by taking the Blue/Orange Line to the Rosslyn Metro Station. Several Metrobus lines serve Wilson Boulevard near the site. Commercial parking is available at several nearby locations and in the building.

There is a vending area in the building and many eateries within a two-

Enrollment

block radius of our facility. Four hotels are within two blocks of the building and two others are a short distance away.

When classrooms are full, sessions may be held at other locations in the Washington metropolitan area. Specific transportation information for these sessions will be included in your confirmation letter.

ENROLLMENT INFORMATION

Federal Employees

To register, complete a Standard Form 182, ***Request, Authorization, Agreement, and Certification of Training***. We need a minimum of three copies in order to process each training request, so we ask that you send copies 2 through 4 for this purpose.

While the SF 182 is the registration form we prefer, you may use an alternate training form if your agency does not use the SF 182.

Please type your mailing address carefully, since it will be used to send you confirmation of training and additional information on the location, dates, and time of training.

Send the training registration form through the person authorized to approve training for your organization (usually the training officer) to the Washington Training Center.

Training and Planning Guides

WTC has developed Training and Planning Guides to assist in the development of different occupational groups. These guides include information on the knowledges, skills, and abilities required, developmental goals, and lists of courses that will aid in developing the employee.

Non-Federal Government Employees

Enrollments from state and local governments and international organizations should be in the form of a letter from an authorized agency official stating the following information:

- Title and date of the course.
- Name, telephone number and home (or office) address of the participant.
- Title and brief description of the participant's duties.
- Name and address of the office we should bill.

Send the letter to the address listed on page 1.

Enrollment

Registration Deadline

In order to provide you prompt notice for course registration, we ask that you submit your registration form **at least 8 weeks** before the start of the course to ensure that you receive your acceptance letter on a timely basis. If the registration deadline has passed, please call (703) 312-7300. Substitutions may be made at any time up to the starting date of the course.

For out-of-town participants: Just before going on travel status, you should call to reconfirm the course dates and location. There are a number of hotels near the building. Please call for more information.

Telephone Reservations

When time is short and space is available, we will accept reservations by telephone. Be prepared to give the course title, course code, and participant's name, office mailing address and telephone number. To hold the reservation, FAX a completed and approved SF 182 (or other training form) before opening day.

Please *do not* report for a training class unless you have received confirmation from WTC by letter or telephone.

Cancellation Deadline

You may cancel participation in a course up to one week before the start of the course without charge to your agency. If you cancel after that deadline, we will bill your agency for the cost of the training.

We will hold your registration form for the next offering of the course on a space-available basis, and we will notify you about the next course offering.

ACCOMMODATIONS FOR SPECIAL NEEDS

With adequate notice, we are able to provide interpreters and readers for participants who require these services, *at no cost to your agency*. Due to the high demand for these special services, we ask that you alert us by phone at least 8 weeks before the course starting date, and FAX or mail registration forms for these employees as soon as possible thereafter.

RECEIVING TELEPHONE MESSAGES DURING TRAINING SESSIONS

If you are participating in an interagency course session at the 1400 Wilson Boulevard training facility, you may receive telephone messages by calling

Enrollment

(703) 312-7300. Please have the caller identify the room number or the title of the course you are attending.

If you are participating in an interagency training course session at a location other than our Rosslyn site, your confirmation letter will include information about receiving telephone messages.

OTHER OPM SERVICES

The Office of Personnel Management offers a full range of consulting services to meet your changing human resource needs. Our products and services are available nationwide through a network of local, regional, and national offices. For your convenience, OPM has established the Professional Services Center to ensure prompt and easy access to the OPM consultants who can best meet your needs. For more information, please call (202) 606-4400.

Administrative Officers Seminar

Code 21CM (3 days)

An administrative officer's central purpose is to assist operating managers by providing and coordinating a variety of resources and services needed to run an organization. In order for you to make worthwhile contributions, however, it is necessary to have a basic understanding of the functions and responsibilities of your position.

Description: Lectures and workshops are conducted using a variety of resources. This Seminar is designed for the new administrative officer or assistant. You will learn about the general duties and responsibilities of the position.

At the end of this Seminar, you will be able to:

- Understand the role of the administrative officer.
- Discuss effective communication skills, both oral and written.
- Plan the priority of daily activities.
- List the three stages of the budget cycle and prepare an elementary organizational budget.
- Discuss the organization of the Code of Federal Regulations.
- Understand the role of the administrative officer in the procurement system.
- Specify training needs based on a comparison of job requirements with present employee skills.

Audience: New Federal Government administrative assistants and officers. Participants should bring a portable (hand-held) calculator to class.

Cost: \$445

1995

February 6-8

May 17-19

July 10-12

September 11-13

Better Office Skills and Service

Code 25AA (3 days)

Every new clerk or secretary needs a foundation in the principles and practices of Federal office operations. A good assistant is crucial to a smooth-running operation. Attitude, interest, effort, and ability play an important part in determining the efficiency of an office.

Description: This introductory course recognizes the importance of the early years for an employee's future growth and development.

This course will help you to:

- Describe the role and responsibilities of an individual in a secretarial or other administrative support position in today's changing world.
- Establish a standard of performance for carrying out that role and understand the skills necessary to meet that standard.
- Practice specific skills for projecting a more effective image of professionalism, concern, and competence.

Audience: GS-1 through GS-4 clerical and secretarial personnel, summer aides, stay-in-school, or WAE employees responsible for clerical duties.

Cost: \$445

1995

January 17-19

May 10-12

July 24-26

Dealing with Angry Customers

Code 25CF (1 day)

As a frontline customer service provider, you must manage interactions with angry and irate customers.

Description: This course provides specific techniques and step-by-step performance aids for encounters with both angry and irate customers. Through lecture, exercises, and role plays you will learn to:

- Identify the differences between angry and irate customers.
- Recognize and manage anger as a powerful source of energy, when properly directed.
- Identify areas for personal growth in anger management.
- Use techniques and step-by-step guidelines to manage and resolve anger with both customers and co-workers.

Audience: Government personnel who interact with the public on a recurring basis and/or who provide services to others inside and outside their agency.

Cost: \$195

1995

January 20

April 13

July 13

September 14

Effective Communication with Customers

Code 25CE (2 days)

Effective communication is essential to quality customer service. How you interact with others, either face-to-face or over the telephone, is crucial to providing the type of service your customers deserve.

Description: This course focuses on styles, tools, and techniques for communicating successfully and effectively with customers. You will assess your communication style and practice how to manage effective communication with customers.

This course will help you to:

- Explain the relationship between effective communication and quality service.
- Describe the elements necessary for effective communication with customers.
- Use knowledge of listening, verbal and non-verbal cues, and communication styles to provide quality service.
- Practice and apply communication tools and techniques for handling requests, problems, and complaints effectively, to the satisfaction of the customer.

Audience: Government personnel who interact with the public on a recurring basis and/or who provide services to others inside and outside their agency.

Cost: \$335

1995

February 21-22

May 8-9

August 14-15

Issues Seminar for Secretaries

(Formerly Seminar for Executive Secretaries)

Code 25AC

Secretaries play a crucial part in the success of an organization. Their support vitally contributes to the manager's effectiveness and enables others to accomplish their goals. As such, the secretary must:

- Maintain excellent office and interpersonal skills;
- Develop improvement methods and systems for maximum efficiency and employee cooperation; and
- Be able to assume responsibility without direct supervision, exercise initiative and judgment, and make decisions within the scope of assigned authority.

Description: This is a Continuing Education activity that features notable guest lecturers who will share their expertise on current issues for secretaries. (Because the Seminar is tied closely to current themes and issues and dependent on availability of lecturers, course length and topics may vary.)

The Seminar may cover such topics as:

- Managerial skills for secretaries.
- Rules and regulations that are "hot."
- New office technology.
- Professional growth and development.

Audience: Secretaries, administrative assistants, staff assistants, and office managers.

For addition to our mailing list to receive an announcement, please call the number listed below.

Letterwriting for Secretaries

Code 25AM

(3 days)

As a secretary, would you like some assistance in composing a letter or other office correspondence? Or, do you want to refresh your letterwriting skills?

Letterwriting for Secretaries offers you both the theory and the practice to improve your letterwriting skills and to make the time you spend in handling correspondence more productive.

Description: Topics covered include planning different types of letters, organizing information, forming parallel structures in writing, using the active or passive voice, expressing ideas succinctly and coherently, and creating good tone.

Course objectives are achieved through brief lectures, individual and group critique sessions, daily writing exercises, and reading assignments.

You will learn to:

- Apply the principles of clear letter writing.
- Analyze the composition of an effective letter.
- Note the mechanics of correct writing.
- Write and evaluate various types of letters.

Audience: Government employees, specifically clerical assistants or secretaries who write letters or other office correspondence.

Cost: \$445

1995

January 23-25

April 10-12

June 19-21

August 28-30

Office Management

Code 25AD (5 days)

Do you have the technical and professional knowledge you need to be a successful office manager?

If your answer to this question is "no," don't worry! The good news is you can acquire the knowledge and skills you need to competently manage your office environment. Becoming an effective office manager means learning to think, talk, and act like one!

Description: Through case studies, projects, practical exercises, and lectures, you will become familiar with the skills needed for effective office management:

- The role of today's office manager.
- Management functions: planning, organizing, coordinating, and directing.
- Avoiding "crisis management" and learning to manage for results.
- Developing and managing effective working relationships.
- Delegating and managing time.
- Office design and technology.
- Staff training and development.
- Leadership styles and self development.

Audience: Administrative assistants, office managers, and secretaries who want to increase their effectiveness in managing their office environment.

Cost: \$655

1995

January 9-13

March 6-10

July 17-21

September 18-22

Planning for Career Advancement

Code 25AZ (2 days)

Careers don't just "happen"—they require planning. In order to have work lives that are satisfying, you must think ahead and plan. Government cutbacks in programs, contracting-out, agency reorganizations, hiring freezes, and rapidly changing technological advances make career planning increasingly important.

Development is the lifeblood of every organization. It is an important organizational tool for helping employees augment their performance and improve their contribution. Development, however, must address organizational priorities as well as individual needs.

Description: This course will help you assume responsibility for your development. At the end of the course, you will be able to:

- Identify skill strengths and weaknesses and assess your qualifications for advancement.
- Define developmental objectives and performance goals.
- List specific tasks to enrich your current job.
- Identify career walls and bridges.
- Develop a realistic action plan of strategies for career mobility.

Audience: Employees who want to increase job satisfaction and who want to advance. Especially useful for those at GS-9 and below.

Cost: \$335

1995

March 2-3

June 8-9

Problem Solving

Code 25AT (2 days)

Problem-solving skills increase the secretary's organizational and personal effectiveness. By adding the skill of problem solving to their professional portfolios, secretaries become more adept at meeting the challenges of today's changing office.

In their frontline positions, secretaries face problem-solving situations every day—from customers internal and external to the organization. Knowledge of problem-solving techniques can give secretaries the confidence they need to function more effectively as members of the management support team.

Description: This course is designed to help you develop a skill that is essential, not only for the Government office of the 1990's, but also for the 21st century office. You will examine the elements, techniques, and strategies that lead to effective problem solving.

At the end of the course, you will be able to:

- Apply a systematic approach to defining and solving problems.
- Recognize that people problems and technical problems may require different problem-solving approaches.
- Use creativity as a tool in solving problems.

Audience: Administrative and clerical personnel, GS-5 and above.

Cost: \$335

1995

February 23-24

June 22-23

Professionalism in the Office

Code 25AB (3 days)

The role of Government secretaries today is one of essential assistance. Secretaries are no longer just scribes and typists. The secretarial role has expanded into new dimensions of responsibility. *Professionalism in the Office* is designed to aid secretaries as they strive to master these new dimensions.

Description: Upon completion of this course, you will be able to:

- Analyze the skills and strategies important to a secretary's reaching a level of excellence and professionalism.
- Review and reinforce essential office concepts.
- Stimulate an interest in each individual to strive toward increased efficiency and effectiveness, job satisfaction, and overall top-level performance.

Audience: Secretaries who want to focus on being a true professional and learn all there is to meet job challenges more effectively.

Cost: \$445

1995

February 13-15

April 3-5

June 12-14

August 7-9

Project Management for Administrative Staff

Code 25AX (3 days)

Budget cutbacks and rapidly advancing technology are forcing agencies to re-evaluate activities with a view toward improving operations and reducing costs. These important studies, conducted by *ad hoc* project teams, are creating a significant and constant demand for persons with knowledge and skills in project work, including those who provide staff support.

Description: This intensive learn-by-doing workshop is designed to acquaint you with the basics of project management. You will learn:

- Basic project management concepts, terminology, tools, techniques, procedures, and formats.
- Systems documentation, including fact-finding and interviewing techniques.
- Strategies for identifying, defining, and solving problems.
- Project plan development and implementation including project phasing, staffing, organizing, tasking, and sequencing.

Audience: Secretarial, administrative staff, and office managers, GS-5 and above.

Cost: \$445

1995

February 27-March 1

June 5-7

August 16-18

Service Excellence

Code 25CD (2 days)

Our Government has been in the customer service business longer than any American business. Yet there are some who would say that Government must come a long way to provide the service enjoyed by customers of American businesses.

Description: This course introduces the cornerstone concepts of service quality. It will outline how you can apply service excellence knowledge and techniques in your work.

This course will help you to:

- Describe customers and identify their needs and expectations.
- Define customer service and identify why service quality is critical to the customer, the service provider, and the agency.
- Identify principles and concepts to implement service quality within your organization.
- Develop a Personal Service Excellence Plan.

Audience: Government personnel who interact with the public on a recurring basis and/or who provide services to others inside and outside their agency.

Cost: \$335

1995

February 16-17

May 15-16

August 10-11

Telephone Service Skills

Code 25CG (1 day)

You can "make or break" an organization's reputation by the way you handle telephone calls. The first impression, which will be the one you create when answering the phone, is inevitable and generally long-lasting.

Description: This course concentrates on effective customer interactions over the telephone. Tools and techniques for managing telephone interactions are emphasized: organizing; transferring, screening, and handling calls; and serving internal and external customers. Realistic role plays integrate and apply tools and techniques presented in the course.

You will learn to:

- Communicate in a clear and polite manner.
- Demonstrate knowledge of telephone functions and uses.
- Integrate customer service excellence in all telephone communication.
- Demonstrate effective communication strategies, even during difficult situations.

Audience: Government personnel who interact with the public on a recurring basis on the telephone and/or who provide services over the telephone, both inside and outside their agency.

Cost: \$195

1995

April 14

July 14

September 15

Assertiveness Skills

Code 25ED (2 days)

In today's work environment, it is vital to express yourself clearly, concisely, and convincingly regarding your wants, limitations, and personal and professional needs. Your time and energy are required in selling management on new ideas, providing negative as well as positive feedback, acting as mediator in conflict situations, handling the day-to-day pressures of achieving more productivity with fewer resources, and having continual interactions with a variety of people.

Assertive communication will help you to speak directly, honestly, and effectively—appropriately expressing your own feelings, needs, ideas, and rights while respecting the rights of others.

Description: Using lectures, workshops, roleplays, and group discussions, this course will teach you skills to:

- Understand the differences between nonassertive, assertive, and aggressive behaviors, both verbal and non-verbal.
- Assess the manner in which you choose to influence others.
- Handle discipline, unfair demands, angry accusations, complaints, and criticism more successfully.
- Negotiate diplomatically but firmly.

Audience: All employees, especially supervisors and managers, who want to increase their skill in communicating thoughts and feelings more effectively.

Cost: \$335

1995

January 9-10

March 6-7

May 18-19

July 10-11

September 18-19

Basic Communication Skills

Code 25PD (5 days)

This introductory course will provide you with a firm foundation in the various components of the communication process. The verbal and nonverbal communication skills you use daily will be analyzed and critiqued, and suggestions and alternatives will be offered for areas needing to be developed.

Description: During the course, you will work on your speaking, listening, writing, and interpersonal skills. Some presentations will be videotaped so that you can see yourself as others see you. Specifically, you will learn to:

- Identify your behavioral style to increase understanding of self.
- Listen and respond to others more productively.
- Prepare and deliver an oral presentation on a topic of your choice.
- Organize and present your written communications more effectively.
- Recognize communication barriers and work to minimize problems or avoid them entirely.
- Develop new approaches to coping with communication challenges.

The course includes: videotaped replay and evaluation, brief lectures, small and large group learning activities, roleplaying, and individual feedback surveys.

Audience: Employees who are interested in developing their basic communication skills.

Cost: \$630

1995

March 13-17

May 1-5

July 24-28

September 11-15

Constructive Conflict Resolution

Code 25HE

(3 days)

Conflict is inevitable in any organization; but unless it is properly managed, unresolved conflict can cause low morale, low productivity, high turnover, and high absenteeism. This course will provide you with techniques to confront and manage organizational conflict.

Description: Through brief lectures, practical exercises, role playing, films, and group discussions, you will learn to:

- Realize the importance of establishing, maintaining, and protecting cooperative working relationships.
- Develop conflict resolution skills for resolving organizational conflict.
- Recognize attitudes and conditions that cause organizational conflict.
- Develop appropriate verbal and nonverbal communication skills for confronting conflictive situations.
- Create working conditions that are conducive to employee cooperation.
- Deal with angry, abrasive people.
- Express feelings and personal beliefs without feeling guilty and without causing resentment.

This course is a nonclinical workshop— not group therapy—in which you receive options, suggestions, and guidelines for conflict resolution.

Audience: Employees who want to learn more about handling conflict.

Cost: \$420

1995

February 1-3

April 10-12

June 12-14

August 2-4

Effective Briefing Techniques

Code 25DF

(5 days)

Are you the office expert on a topic and consequently the person who briefs other employees, agency management, or the public? Are your public speaking abilities a little rusty? Could your briefing techniques use some upgrading? This course will give you the skills you need to deliver clear, concise, winning oral presentations.

Description: Through the use of skill-building exercises, videotaped replay and evaluation, brief lectures, films and group discussions, you will:

- Determine the purpose and objectives of the briefing, analyze the intended audience; select and organize materials accordingly.
- Make short oral presentations that instruct, inform, motivate, or persuade.
- Use visual aids to enhance the presentations.
- Critique briefing deliveries in a constructive manner.
- Improve your listening skills and learn how to make others listen to you.
- Practice handling various types of questions from the audience.
- Use videotape playback to see, hear, and analyze your presentations.

Audience: Employees who frequently give formal or informal briefings to individuals or groups.

Cost: \$630

1995

January 9-13

February 13-17

April 17-21

May 22-26

July 17-21

August 21-25

September 25-29

Effective Listening and Memory Development

Code 25DK (2 days)

Improved listening means improved office productivity. Most government workers spend 40 to 50 percent of their workday listening; however, their listening efficiency level is only 25 percent. With the vast amount of information being transmitted in the government, employees increasingly need accurate listening and retention skills. This course will help you to listen more effectively and to increase memory recall.

Description: Through listening surveys, brief lectures, practical exercises, and discussions, you will learn to:

- Use practical techniques for improving your listening and memory skills.
- Recognize and overcome barriers to effective listening and memory recall.
- Better organize information transmitted orally by applying the principles of effective listening.
- Comprehend, retain, and recall information effectively.
- Remember names, faces, facts, figures, and ideas more readily and accurately.

Audience: Employees who need to improve listening and memory skills.

Cost: \$335

1995

February 9-10

April 3-4

June 5-6

July 6-7

August 14-15

September 25-26

Interpersonal Communication

Code 25EH (3 days)

As we move toward the year 2000, it is a recognized fact that to truly succeed you must have the ability to work well with others. Trends toward employee empowerment, diversity, self-directed teams, and continuing concern for improved customer service, make your interpersonal communication skills more important than ever in promoting cooperative work relationships.

This course will help you analyze how you relate to others and how others relate to you; how you regard yourself and how to encourage and build positive self-esteem; how you respond to various situations; and how to promote a harmonious work environment.

Description: In this course, you will:

- Identify the characteristics of supportive and defensive communication climates.
- Examine behavioral styles and analyze the way you respond to people and situations.
- Identify positive and negative influences to building a positive self-esteem.
- Practice giving and receiving feedback more effectively.
- Use problem-solving techniques that foster a cooperative work environment.

Brief lectures, skill-building exercises, roleplaying, films, and group discussions are methods used by the instructor to achieve course objectives.

Audience: Employees who want to increase self-awareness and effectiveness in interpersonal relationships.

Cost: \$420

1995

Feb. 6-8

July 12-14

Apr. 5-7

Aug. 16-18

June 7-9

Sept. 27-29

Interviewing Techniques

Code 25EG

(3 days)

Interviewing Techniques is designed to meet the needs of agency interviewers and decision makers charged with fact-finding, investigations, compliance, employment screening, and various data collection activities. It will give you the skills of focusing, appropriate questioning, listening, and evaluating data.

Description: By lectures, group discussions, and videotaping of role plays, the course will cover preparing for the interview, creating the appropriate climate, and conducting the interview.

You will learn to:

- Distinguish types of interviews and their purposes.
- Develop interviewing objectives and strategies.
- Assess inferences and reorganize needed facts.
- Recognize unwarranted invasions of privacy when planning questions.
- Apply the principles of effective interpersonal communication in an interview.
- Be alert to the implications of the Freedom of Information and Privacy Acts.
- Develop an interviewing plan consistent with agency goals and guidelines and legal requirements.

Audience: Employees who want to enhance their interviewing skills.

Cost: \$420

1995

March 22-24

September 13-15

Making Meetings Work

Code 25DG

(3 days)

The chances are, that as a Government employee, you will spend a great part of your work life in meetings, either as a participant or as a leader. Unfortunately, too many meetings are painful time wasters because little attention is paid to planning and organization.

This course will help *meeting leaders* plan a practical agenda, get meetings to start and end on time, increase group participation, and move the group to consensus. If you are a *meeting participant*, the course will help you to create a positive atmosphere, make problem-solving suggestions, and work productively in a group to reach decisions.

Description: You will develop a personal action planning guide through the use of a workbook and a film. You will see yourself conducting or being a part of small meetings on videotape, and you will:

- Focus on ten questions that you must ask if you want to lead or be part of better meetings.
- Define the roles and responsibilities of the leader, the facilitator, the recorder, and the group member.
- Acquire the skills needed to overcome hostility and negativity.
- Explore ways of achieving "win-win" solutions to group problem-solving and decision-making situations.

Audience: Employees who must lead meetings or participate in them.

Cost: \$420

1995

March 27-29

September 6-8

Maximizing Your Potential: Using Your Brain Power

(Formerly *Learning How To Learn*)

Code 25PF (2 days)

The ability to learn is the most important skill you can acquire. We are often confronted with new experiences or with learning situations in our careers. In order to maximize your potential to respond to these situations effectively, it is important to understand the way you learn and how you deal with new ideas and day-to-day situations on the job.

Understanding your learning style is a major step toward increasing your brain power and getting the most from your learning experiences.

Description: In a relaxed, positive environment, we will show you how to use more of your learning power. With the use of self-inventories, class discussion, small group activities, and mind-challenging exercises, you will:

- Discover which learning style you prefer, its strengths and weaknesses, and how to harmonize them in a more powerful way that uses the whole brain.
- Learn how to strategize to improve your learning skills.
- Recognize the negative messages you send yourself.
- Understand better how your thinking style influences the way you make career choices, solve problems, set goals, manage others, and deal with new situations.

Audience: Employees who want to increase their ability to utilize their brain potential.

Cost: \$345

1995

March 20-21

June 19-20

August 31–September 1

Speech Improvement

Code 25DI (5 days)

Having clear and articulate speech is an asset to your career and critical to effective oral communication on the job. You can benefit from this course if:

- Your voice lacks strength because of improper breath production.
- You are asked to repeat words to be understood.
- You have a speech dialect that people find difficult to follow.

Description: *Speech Improvement* presents information about voice production, articulation, and pronunciation as applied to formal and informal American speech. Demonstrations by the instructor will help you evaluate and correct speech problems. You will use audio tapes of the sounds of English to improve the formation of speech sounds and to practice the pronunciation of numerous words used in the workplace. You will also use special textbooks and pronunciation drill exercises. The instructor will hold individual conferences to evaluate your speech and to map out a plan of personal improvement.

Audience: Employees who want to improve the clarity of their speech..

Cost: \$630

1995

January 23-27

April 24-28

August 7-11

Stress Management

Code 21DI (3 days)

Stress related anxiety and ailments can not only sabotage your best efforts to be productive, they can lead you to early burnout! Interpersonal conflict, deadlines, crises, physical illness, frequent meetings, management decisions, and taking job worries home are often some of the major factors contributing to increased levels of stress and distress on the job.

Recent studies show that managing stress increases job performance through decreased error rates, reduced absenteeism, improved decision-making, lowered hostility, and enhanced recall and information retrieval.

Improve your quality of life by learning how to recognize your stress signals early and develop strategies for coping with, reducing, or eliminating its effects.

Description: In a relaxed, positive environment you will practice stress-reducing techniques and learn how to:

- Recognize what stress is and isn't and how you typically respond to it.
- Understand the relationship between stress and illness.
- Identify support systems and barriers to effective stress management.
- Find stress-reduction strategies that work for you specifically.
- Develop an action plan for managing personal and organizational stress.

Audience: All employees, especially supervisors and managers.

Cost: \$420

1995

March 8-10

June 21-23

September 20-22

Techniques of Negotiating

Code 25HG (3 days)

Negotiation is a process of giving and getting in which two parties "maneuver," each with the purpose of gaining the greatest possible advantage. The real skill comes in determining when, how, and what to give and what to expect in return.

This course helps participants develop skills and strategies for conducting cooperative, "win-win" negotiations. In a successful negotiation, both sides "win," because the negotiated agreement satisfies both their individual and organizational needs.

Description: This is not a course in negotiating procurement or labor-management contracts. Rather, its emphasis is on negotiating such areas as compliance with Federal laws and regulations, the establishment of interagency service agreements, setting new work priorities, and obtaining additional resources to accomplish work goals. Specifically, you will learn to:

- Increase your understanding of the negotiation process.
- Identify your preferred negotiating style and evaluate that of others.
- Examine and improve your ability to communicate your position clearly.
- Develop and apply a negotiating philosophy and style that works for you.
- Use various strategies and tactics in conducting negotiations.
- Conduct effective individual and team negotiations.

Audience: Managers, specialists, and technicians who must rely on others to assist, cooperate with, and support them in their work-related activities.

Cost: \$420

1995

January 18-20

May 15-17

August 28-30

Editing

Code 25PK

(3 days)

As a Government editor, you have a unique role. You stand between writers and their readers, with a responsibility toward both. Competent editors improve the quality of printed matter and facilitate its production. This course will help you to become more competent in your role as an editor.

Description: *Editing* presents editing principles and provides practice in applying these principles. You will work—sometimes individually, sometimes in small or large groups—to achieve the course objectives.

You will learn to:

- Edit efficiently and consistently for clarity and brevity.
- Develop and use style sheets and checklists.
- Use copy-editing and proofreading symbols.
- Define mechanical and substantive editing.
- Design simple layout.
- Understand the publications process—and an editor's role in it.
- Apply "down-and-dirty" editing techniques using basic linguistic analysis.

Audience: Beginning editors, writer-editors, public information specialists, or others who edit articles, news releases, pamphlets, brochures, and similar printed material. Also, employees (non-editors as well as editors) with significant editing responsibilities.

Cost: \$420

1995

March 1-3
July 19-21

Editing Your Own Writing

Code 25PM

(1 day)

"There is no such thing as good writing; only good rewriting." Editing is the first step in the rewriting process. In it, you reduce your first draft to its skeleton, and then rebuild from a firm, economic foundation of thought and language. Successful editors are able to divorce themselves from the notion, "I know what it means—I wrote it, didn't I?" and objectively evaluate the effectiveness of the document's word choice, tone, logic, and sentence structure.

Through simple, objective editing techniques, you learn to reduce sentence length to increase clarity and to reveal the inherent logic of your draft material. This is a hands-on seminar; you will bring a document you consider finished and discover how you have only just begun to write.

Description: Working with your own written materials, you will learn to:

- Recognize and reduce redundancy and jargon.
- Use vivid verbs.
- Eliminate unnecessary phrases.
- Remove yourself from your own writing to improve its logic and structure.

Audience: Experienced writers with strong grammar skills.

Cost: \$190

1995

January 23
March 31
May 19
July 24
September 28

Effective English Workshop

Code 25DM (3 days)

"I'm not sure why. It just sounds right." This approach to baffling grammatical problems is both futile and unnecessary. *Effective English Workshop* offers an alternative; it helps you to understand the intricacies of the English language, to blend contemporary usage with traditional Government standards, and to defend grammatical choices with ease and assurance.

Description: By the use of lectures, workbooks, and Government reference works, you will learn to:

- Recognize and correct problems in subject-verb agreement and pronoun-antecedent agreement.
- Maintain consistency of tense, person, and mood throughout a document.
- Understand and use active voice.
- Write logical and balanced sentences.
- Understand the Government style for capitalization, abbreviations, and numerals.
- Select the appropriate spelling and word usage for the context.
- Understand the structure and functioning of the language.

Audience: This is an intermediate level course in English. It presupposes familiarity with *Essentials of English* (Code 25PH).

Cost: \$420

1995

January 18-20
March 13-15
May 15-17
July 26-28
September 25-27

Effective Writing Skills

Code 25DN (3 days)

"Clear writing is clear thinking made visible." This course reviews basic grammar, punctuation, and sentence structure which you must master if your writing is to reveal your true thinking. Clarity of expression is good writing, and good writing means appealing to your audience. To catch the reader's attention, you must know your audience's needs before you write. Only then do standard English skills—combined with clear, analytical thinking—produce a document that will be easily understood and get results. This workshop is an intensive review of all the skills you need to write well.

Description: Upon completion of this course, you will be able to:

- Master selected skills of grammar, punctuation, and style.
- Write a draft that is clear, informative, compact, and well organized.
- Revise, rewrite, and edit to ensure clarity and conciseness.

Participants will have access to computers for in-class writing assignments.

Audience: This is an intermediate level course in writing. Employees who need help with basic writing skills should attend *Fundamentals of Writing* (Code 25EA).

Cost: \$420

1995

January 18-20
February 22-24
March 22-24
April 17-19
May 9-11
June 12-14
July 17-19
August 16-18
September 20-22

Essentials of English

Code 25PH (5 days)

Sometimes even the most fundamental grammatical problems can baffle you. You have probably been speaking "English" all of your life, and still may not be sure if your grammar is good. *Essentials of English* provides a solid introduction to the fundamentals of standard English.

Description: In this course, the "puzzle" of English grammar has been broken into its separate pieces, the various grammatical concepts. The instructor introduces each new concept. You practice using it immediately in supervised exercises and later in homework assignments. Concepts will be reinforced through presentations and games and your skills tested periodically.

This course will help you to:

- Use standard English in oral and written communication.
- Use the correct forms of verbs and pronouns.
- Follow the rules for subject-verb agreement.
- Form plurals and possessives correctly.

Audience: Employees who need a basic review of English grammar.

Cost: \$545

1995

January 30–February 3

March 20-24

May 1-5

June 19-23

August 7-11

September 18-22

Fundamentals of Writing

Code 25EA (5 days)

This course teaches basic writing skills. It will show you how to overcome "writer's block" and approach any writing assignment with confidence. This is a learn-by-doing course.

Since most government employees who write are now composing at a computer, this course will be taught in a room where participants will have access to computers for in-class writing. You will be given tips on how best to use the computer in writing.

Description: Through daily writing assignments and practical exercises in a worktext, you will learn to:

- Determine the audience and purpose of writing.
- Organize material using mindmapping, clustering, outlining, or other techniques.
- Write and punctuate grammatically correct sentences.
- Write logical, concise memos, electronic mail messages, recommendations, and other short forms of office communication.
- Check your own writing to ensure clarity and correctness.

Audience: Employees who need to improve their writing or learn fundamental writing skills. You should have a good knowledge of grammar before coming to this course.

Cost: \$595

1995

January 23-27

March 13-17

April 24-28

June 5-9

July 31–August 4

September 11-15

Managing Other People's Writing

Code 25ET (1 or 2 days)

You, as a manager, are responsible for and concerned about the content and form of the writing leaving your office. With an efficient review process, you can train your employees to write more effectively. This workshop will give you the tools to manage the writing of your staff members.

Description: In small groups, you will determine the roles of the writer, the organization, and the reviewer/manager of the writing. You then will concentrate on the manager's role in the writing process—as communicator and teacher, but not as rewriter. The course also presents a brief review of good writing principles to help you give more analytical reviews to your writers.

You will learn to:

- Define the problems in the process of managing and reviewing the writing of others.
- Develop a systematic approach to the whole writing process.
- Work toward establishing standards to be used consistently in managing Government writing.

Audience: Employees who manage the writing of others. You should have a basic knowledge of writing skills. This course is not for editors or proofreaders.

This course is only available on a single-agency basis.

Proofreading

Code 25AN (2 days)

Office automation advances have brought a wondrous world of efficiency to the workplace, but nothing can replace the human eye and brain for proofreading. This course will teach you to look for and correct various types of errors in written materials — including changes in fonts and formats, missing words, and repeated sections — all common errors that are not detected by any kind of software.

Description: Course activities are directed toward a variety of skills needed to proofread well. Spelling, punctuation, grammar, and capitalization exercises sharpen your existing skills. You will use the GPO Style Manual and the U.S. Government Correspondence Manual as your primary resources.

You will learn to:

- Use various proofreading methods.
- Detect various types of errors.
- Develop your own style sheet and checklist.
- Use proofreading symbols.
- Increase your ability to see errors.

Audience: Anyone who proofreads written materials.

Cost: \$335

1995

February 6-7

March 6-7

April 10-11

June 1-2

July 17-18

August 24-25

Read On!

Code 25PE

(3 days)

Are you having difficulty keeping up with your required reading at work? Would you like to read more efficiently? Then attend *Read On!* and learn modern reading techniques that you can immediately use in your office. To master the Information Age, employees need to be efficient, focused, active, goal-oriented readers. You will learn to:

- Improve and expand your professional vocabulary.
- Identify the main idea and organizational patterns in paragraphs and longer pieces.
- Retain information by mapping, charting, and summarizing.
- Handle business mail efficiently.
- Read work-related material such as reports and directives with an active, questioning mind.
- Improve overall reading rate and comprehension.

Description: After taking a pretest, you will be assigned skill-building exercises. The course includes lectures, group discussion, vocabulary games, and eye-movement exercises. Bring samples of materials you have to read for your job for practicing new reading skills.

Audience: Employees who have mastered basic reading skills and want to gain more proficiency. This is not a course in computer literacy or speed reading. Those employees who have attended *Maximizing Your Potential: Using Your Brain Power* (Code 25PF) will find this an excellent follow-up course.

This course is only available on a single-agency basis.

Report Writing Workshop

Code 25DD

(4 days)

Reports have become an essential part of the communication process in Government and critical to management decision making. Well-written reports do the job they are intended to do, quickly and effectively.

As a report writer, you must communicate facts and ideas clearly and logically, using straightforward language, so that your readers can effortlessly understand your message.

Description: By means of brief lectures, class discussions, tests, and practical exercises, you cover the following topics: the communication process, what a good report should do, the systematic approach to writing, the distinction between fact and inference, and the elements of the message—the writing itself.

You will learn to:

- Define the purpose and scope of a report.
- Collect, assemble, and sort out data.
- Organize and outline material.
- Write a report so that its purpose, scope, findings, conclusions, and recommendations (if any) are clear to the reader at the first reading.

Audience: Employees who write reports and who have a good knowledge of grammar and the fundamentals of writing.

Cost: \$515

1995

January 24-27

March 27-30

May 22-25

July 11-14

September 5-8

Technical Writing

Code 25DE (3 days)

Have you ever read a technical report and wished someone could translate it into plain English? Have you ever written instructions and discovered they were not followed because no one could figure out what you meant? Does a technical topic require technical vocabulary, complex sentence structure, and formal style? How can you communicate technical information clearly to a "non-technical" reader?

Description: Upon completion of this course, you will be able to:

- Determine the audience and purpose of each technical document.
- Analyze the data and select information needed to fit the purpose to meet the reader's needs.
- Design a layout emphasizing important points.
- Revise for clarity, cohesiveness, conciseness, accuracy, logic, and objectivity.

Audience: Employees who write technical reports, manuals, instructions, brochures, or other technical material. You are expected to know English grammar and the basics of writing. Employees who write short reports in memo style should consider *Report Writing Workshop* (Code 25DD).

Cost: \$420

1995

February 15-17

April 3-5

June 26-28

August 28-30

Writing Effective Letters

Code 25DA (3 days)

Federal employees write more than one billion letters each year. Many of these letters are sent to provide information to citizens who are not completely familiar with how the government works. This course teaches how to write clear, direct, concise letters—letters that will be understood on the first reading.

Description: Through practical exercises, discussions, and case studies, you will analyze and practice good letterwriting. You will learn to:

- Undertake your letterwriting with an awareness of your reader's needs; your role as a communicator; organization; tone; and straightforward, economical language.
- Diagnose problem areas in your letters.
- Plan and write letters that clearly and quickly state your purpose, flow smoothly and logically, and conclude effectively so that the desired reader action will result.

Audience: Employees who have significant responsibilities for writing letters. (Employees in the clerical or secretarial field should attend *Letterwriting for Secretaries* (Code 25AM).)

Cost: \$420

1995

March 8-10

May 15-17

August 21-23

Advanced dBASE IV

Code 24DB (2 days)

This advanced database management course is designed for those individuals who wish to enhance their knowledge of dBASE IV. Students will learn to use dBASE commands at the "dot prompt" to accomplish record processing. The concepts covered in this course also prepare students for *Programming in dBASE IV* (Code 24UL).

Description: Through lectures and hands-on workshops, you will:

- Know proper syntax.
- Learn notation used in documentation.
- Use command components: expressions, functions, conditions, verb, scope, conditioned clause, and fields clause.
- Use commands for accomplishing functions previously performed from the Control Center.
- Send data to other software.
- Use database design expressions, functions, and conditions.
- Use statistical commands—sum, average, count, and total.
- Learn index-file handling.
- Learn memo field processing.
- Use control center objects in commands.

Audience: dBASE IV users who need to advance beyond the basic skills to more advanced techniques.

Prerequisite: *Introduction to dBASE IV* (Code 24DK) or equivalent skill level.

Cost: \$345

1995

March 6-7

May 1-2

September 14-15

Advanced MS-DOS

Code 24VN (2 days)

MS-DOS, the operating system used by IBM and IBM-PC compatibles, has far more useful aspects than can be covered in *Introduction to MS-DOS* (Code 24TX). Taking advantage of the advanced features of MS-DOS will improve your effectiveness and efficiency.

Description: Through a combination of lecture and hands-on workshop sessions, you will:

- Understand and use batch commands and subcommands.
- Manage disks with hierarchical directories, including root directories, subdirectories, and tree analogies.
- Understand and use redirection and piping commands.
- Understand the use of EDLIN line editor.
- Understand the use and application of "protector" and "pretender" commands.

Audience: Individuals wanting to maximize their use of MS-DOS.

Prerequisite: *Introduction to MS-DOS* (Code 24TX) or equivalent experience.

Cost: \$345

1995

January 19-20

May 18-19

July 31–August 1

September 28-29

Advanced Techniques in WordPerfect

Code 24DD (2 days)

WordPerfect brings users new techniques and facilities ranging from simplification of page formatting to sophisticated desktop publishing capabilities. It has been proven to be one of the most popular word processing systems in the Government.

Description: Through a combination of lecture and hands-on workshop sessions, you will be able to:

- Perform mail-merge operations.
- Create and edit footnotes and endnotes.
- Use alternating headers and footers.
- Add illustrations to text.
- Automate indexes, table of contents, and other reference aids.
- Use comments and document summaries.
- Move columns and rectangles of text.
- Use automatic references to page numbers, paragraph numbers, and figure numbers.
- Sort text by link or paragraph.

Audience: Individuals wanting to learn the advanced features of WordPerfect.

Prerequisite: *Introduction to WordPerfect* (Code 24UD) or equivalent experience.

Cost: \$345

1995

February 9-10

May 11-12

August 10-11

Computer Security Awareness

Code 24CF (1/2 day)

The need to complete the training for the Computer Security Act of 1987 (Public Law 100-235) is ongoing. This training session will fulfill the requirements of the Computer Security Act and will meet the basic needs of most Government agencies.

Description: The topics covered in this course include:

- Regulatory laws on computer security.
- Basic computer security terms.
- Computer security policies and practices.
- Benefits of an effective computer security program.
- Government-specific goals, objectives, issues, and areas of concern.
- Government-specific safeguards, countermeasures, and controls.
- Government-specific benefits derived from an effective computer security program.

Audience: Employees who are involved with the management, use, or operation of any Federal computer system within or under the supervision of an agency.

This course is only available on a single-agency basis.

Introduction to Desktop Publishing Using WordPerfect

Code 24DL (3 days)

This course will give you the skills needed to create professional documents on your personal computer using WordPerfect. This combined lecture, demonstration, and hands-on course will expose you to the fundamentals of design, the principles of selecting and using type, and the basic elements of desktop publishing through the capabilities of WordPerfect. You will develop the composition skills needed to create professional looking products on the job.

Description: At the end of this course, you will:

- Understand the fundamentals of design: balance, proportion, contrast, positive and negative space, and use of color.
- Be familiar with the rules of thumb for selecting and using type: heights, letter weight, proportion, and serifs.
- Understand various aspects of desktop publishing: graphics, drawing, and word processing.

Audience: Individuals wishing to learn the fundamentals of desktop publishing.

Prerequisite: Participants need to have a working knowledge of WordPerfect.

Cost: \$520

1995

April 24-26

July 10-12

September 6-8

Introduction to dBASE IV

Code 24DK (3 days)

dBASE IV provides a complete system to effectively manage all types of data. A control center interface allows new users to immediately take advantage of all the power of dBASE IV.

Description: Through a combination of lecture and hands-on workshop sessions, you will learn to do the following:

- Effectively use the control center, which gives access to all functions without programming.
- Use the feature, Query-By-Example, which provides selection of data files easily.
- Use the Forms Manager and the Structured Query Language features.
- Lay out a report.
- Tie it all together with the Applications Generator.

Audience: Program, budget, and management analysts, and other staff, who have a need to know dBASE IV.

Prerequisite: *Introduction to MS-DOS* (Code 24TX) or equivalent experience.

Cost: \$520

1995

February 15-17

April 10-12

June 12-14

August 14-16

Introduction to Lotus 1-2-3

Code 24SV (3 days)

This course provides students with the skills necessary to construct Lotus 1-2-3 spreadsheets. Students receive extensive hands-on practice with 1-2-3's spreadsheet, graphics, database management and macro-writing capabilities while working through various instructor-led and independent exercises.

Description: Through a combination of lecture and hands-on workshops, you will:

- Gain an overview of the capabilities of Lotus 1-2-3.
- Learn how to create and print a spreadsheet.
- Learn to enter formulas in a worksheet.
- Learn to link worksheets.
- Learn to create and print graphs.
- Learn basic database techniques.
- Gain an introduction to macro writing.

Audience: Individuals who plan to use Lotus 1-2-3, Release 2.01 or Release 2.2.

Prerequisite: *Introduction to Microcomputers* (Code 24BF), *Introduction to MS-DOS* (Code 24TX), or equivalent knowledge.

Cost: \$520

1995

January 11-13

April 17-19

July 17-19

September 18-20

Introduction to MS-DOS

Code 24TX (1 day)

This course provides an in-depth look at DOS.

Description: Through a combination of lecture and hands-on workshop sessions, you will understand:

- The MS-DOS operating system, including internal and external commands.
- What a file is and what a batch file is.
- MS-DOS control, editing, and function keys.
- How to format and copy a diskette.
- How to use the printer.
- How to create, use, back-up, list, display, and remove files.
- How to use the wild card characters.

Audience: Individuals learning to use a personal computer, as well as experienced PC users who would like to have a better understanding of DOS.

Prerequisite: Keyboarding skills are beneficial but not necessary.

Cost: \$175

1995

January 9

March 3

April 3

May 8

June 19

July 10

August 11

September 11

Introduction to WordPerfect

Code 24UD (3 days)

WordPerfect is one of the most powerful and comprehensive word processing programs available for the personal computer. It is fast, efficient, easy to use, and is popular among Federal agencies. If word processing is one of your applications, you should be familiar with the capabilities of WordPerfect.

Description: Through a combination of lecture and hands-on workshop sessions, you will learn how to:

- Create, save, edit, and print a document.
- Control the appearance of your printed document.
- Search and replace characters in a document.
- Use the Spell Checker and Thesaurus.
- Manage large numbers of documents on disk.

Audience: Individuals who need to have a command of the software package.

Prerequisite: Keyboarding skills are recommended.

Cost: \$520

1995

February 6-8

May 8-10

August 7-9

PC Repair and Preventive Maintenance for the End-User

Code 24UN (2 days)

With proper training, many personal computer users could handle simple problems themselves. The purpose of this course is to provide basic, introductory information on computer servicing, which will help the average PC user to diagnose, repair, and prevent simple problems.

Description: Through a combination of lecture, demonstration, and hands-on workshop sessions, you will:

- Be able to run routine and advanced diagnostics tests.
- Be able to act on diagnostics reports.
- Be able to identify basic error messages.
- Be able to repair simple problems and know when outside maintenance and repair is necessary.
- Gain hands-on experience with internal boards to include: overview of functionality and proper installation.
- Be able to install memory chips.
- Develop a Preventive Maintenance Plan (PMP).

Audience: Individuals who have responsibility for providing assistance on PCs or an interest in learning more about the internal parts of the central processing unit.

Cost: \$570

1995

February 1-2

April 20-21

May 22-23

July 24-25

August 23-24

Programming in dBASE IV

Code 24UL (3 days)

This course teaches students how to write programs in dBASE IV. It covers planning and documenting programs and using menus and windows. You will write simple and more complex programs during class.

Description: Through a combination of lectures and hands-on workshops, you will:

- Create memory variables.
- Edit program source code.
- Learn program planning, prototyping, stubbing, and storyboarding.
- Know parameters critical to the program.
- Create linear programs.
- Use non-linear constructs.
- Use "do while", "if," and case commands.
- Learn approaches to typical program functions: adding, verifying, deleting records.
- Learn screen-image management.
- Learn menu and window construction and control.
- Incorporate Control Center objects.

Audience: Experienced dBASE IV users.

Prerequisite: *Advanced dBASE IV* (Code 24DB) or equivalent skill level and knowledge of programming concepts.

Cost: \$570

1995

March 22-24

May 15-17

July 26-28

September 25-27

Basic Employee Benefits for Personnelists

Code 22SE (5 days)

Agencies are required to provide their new and current employees with information about benefits. This course provides a basic overview on Federal Employees Health Benefits (FEHB), Federal Employees Group Life Insurance (FEGLI), Thrift Savings Plan, voluntary contributions, retirement coverage, CSRS and FERS Retirement Systems, and Social Security.

Description: Through lectures, group discussion, and workshop exercises, you will be able to:

- Counsel new and current employees on their basic retirement benefits.
- Locate and identify regulatory and procedural benefits guidance.
- Process health/life insurance forms for new and current employees.
- Determine the retirement system for new and returning employees.
- Explain the basics of the Social Security system and its impact on Federal employees.
- Explain creditable service and its application on CSRS, FERS, and military retirement.

Audience: New benefits specialists responsible for counseling and processing health, life insurance, and other benefit forms and applications.

Cost: \$810

1995

January 9-13

March 13-17

May 8-12

July 10-14

September 11-15

Computation of Federal Benefits

Code 22SB (3 days)

Agencies are responsible for providing employees with benefits estimates to aid them in making intelligent decisions. This course provides hands-on training in manual computation of various Federal benefits.

Description: Through lecture, group discussion, and case studies, you will learn how to manually compute:

- CSRS and FERS optional and discontinued services annuities.
- FERS MRA +10.
- Part-time service.
- Alternative annuity.
- CSRS and FERS disability retirements and death benefits.
- Deposit/redeposit amounts.
- Military deposit amount for post-'56 military service.
- Law enforcement annuities.
- CSRS offset and FERS supplement.

Audience: This is an advanced course and is open to benefits specialists (retirement counselors, etc.) and other personnelists responsible for computing annuities.

Prerequisite: Benefits specialists need to have an understanding of the CSRS/FERS retirement systems and Social Security rules **before** attending this course.

Cost: \$630

1995

April 12-14

August 9-11

CSRS Retirement Benefits: A Workshop for Personnelists

Code 22TG

(4 days)

Agencies are required to provide information about retirement benefits to employees covered by the Civil Service Retirement System (CSRS). This course provides information on CSRS retirement benefits, health and life insurance for retirees, manual computations of annuity estimates, and processing retirement papers.

Description: Through lectures, case studies, discussions, and workshop exercises, you will learn how to:

- Determine coverage under CSRS.
- Determine creditable service and retirement eligibility.
- Identify procedures for processing retirees' health and life insurance.
- Identify procedures for processing CSRS retirement applications.
- Manually compute annuity estimates.
- Identify important aspects of survivor's benefits.
- Identify important aspects of the Thrift Savings Plan.

Audience: Experienced benefits and personnel specialists.

Cost: \$650

1995

February 14-17

July 18-21

FERS Retirement Benefits: A Workshop for Personnelists

Code 22TH

(4 days)

Agencies are required to provide information about retirement benefits to employees covered by the Federal Employee Retirement System (FERS). This course provides current information on FERS retirement benefits and processing retirement forms and applications..

Description: Through lectures, group discussions, and workshop exercises, you will learn how to:

- Determine FERS, CSRS, and/or Social Security coverage.
- Determine creditable service and retirement eligibility.
- Identify actions to take in processing FERS applications.
- Manually compute estimated FERS annuities.
- Identify important aspects of survivor's benefits.
- Identify important aspects of the Thrift Savings Plan (TSP) and Social Security benefits.

Audience: Experienced benefits and personnel specialists in CSRS and responsible for determining retirement codes, counseling prospective FERS retirees, processing FERS applications, computing FERS annuity estimates, and processing TSP actions.

Prerequisite: *Retirement Benefits for CSRS Employees* (Code 22TG) and/or CSRS experience acquired on the job. This course covers only the aspects of FERS law that differ from CSRS law. This course does not cover FEHB or FEGLI benefits.

Cost: \$650

1995

April 25-28

August 22-25

Planning for Retirement—for Law Enforcement Officers

Code 22PE (3 days)

Retirement is a golden opportunity to enjoy life. Law enforcement officers contemplating retirement require special consideration in developing a personal retirement action plan around their specific retirement system. This course is designed for law enforcement officers whose jobs come under regulations in Title 5 US Code 8335 (b) and 8425 for CSRS and FERS employees mandatory retirement/separation and 5 US Code 8336 (c) and 8412 (d) or (e) for CSRS and FERS employees whose retirement/separation is optional.

Description: Through lectures and group discussion you will be able to explain:

- The components of a comprehensive retirement plan.
- Key issues in financial planning as they apply to your own financial situation.
- Retirement benefits, Social Security, and Thrift Savings Plan benefits.
- Effect of tax and legal issues on your retirement and savings benefits.
- Health and psychological concerns that may impact on your decision to retire early/late.

Audience: Prospective retirees who are law enforcement officers within ten years of retirement and benefit specialists with a need to know about preretirement planning for law enforcement officers.

Cost: \$630

1995

January 25-27
April 26-28
July 26-28

Planning for Retirement Seminar

Code 22PD (3 days)

Retirement is a golden opportunity to enjoy life without hassles. Achieving golden opportunities, however, requires planning ahead. Federal employees contemplating retirement should be aware of various factors to consider in developing a personal retirement action plan around their retirement system. This course is designed to help Federal employees plan for retirement and not just plan to retire.

Description: Through lectures and group discussion, you will be able to explain:

- The components of a comprehensive retirement plan.
- Key issues in financial planning as they apply to your own financial situation.
- Federal retirement, Social Security, and Thrift Savings Plan benefits.
- The effects of tax/legal issues on your retirement and savings benefits.
- Personal, health, and psychological concerns that may impact on your decision to retire earlier/late.

Audience: Employees contemplating retirement within ten years and benefits specialists who need to know about pre-retirement planning for counseling purposes.

Cost: \$630

1995

January 18-20
February 15-17
March 22-24
April 19-21
May 17-19
June 21-23
August 16-18
September 20-22

Social Security for Federal Employees

Code 22PK

(3 days)

All new employees hired in the Federal Government after December 31, 1986, come under the Federal Employee Retirement System (FERS). Returning employees with a one-year break in service under the Civil Service Retirement System (CSRS) have a Social Security component to their retirement systems. Understanding the Social Security system is imperative for Federal retirement counselors and employees alike, since these systems will affect both career and retirement choices.

Description: Through lecture, discussion, and workshop exercises, you will learn to:

- Explain the basic principles of the Social Security programs—retirement, survivor, disability, and Medicare.
- Explain the provisions affecting Federal employees, such as the Public Pension Offset and the Windfall Elimination Provision.
- Compute the Social Security Primary Insurance Amount and the OPM Annuity Supplement.
- Explain how creditable military service and post-1956 provisions impact on Social Security benefits.
- Explain coverage benefits under CSRS Offset Provisions.

Audience: All employees.

Cost: \$590

1995

February 22-24

May 24-26

August 23-25

Thrift Savings Plan

Developing Your Investment Strategy

Code 22TF

(1 day)

This course is a basic overview of the investment principles, risk factors, and tax advantages and disadvantages as they apply to the Thrift Savings Plan (TSP). All federal employees participating in the TSP should understand how to maximize growth potential in the three funds and set realistic goals.

Description: Through lectures and discussion you will be able to:

- Relate the long-range financial benefits of TSP investments to your retirement planning.
- Identify the advantages and disadvantages of diversification among the three funds.
- Identify the economic factors that may impact interest rates.
- Explain important risk factors associated with the C and F Funds.
- Explore attitudes about taking risks with the C and F Fund investments.
- Evaluate and estimate various investment strategies among the three Funds.

Audience: All employees participating in the Thrift Savings Plan and employee benefits specialists who administer the Thrift Savings Plan.

Cost: \$210

1995

May 19

July 14

Adverse and Conduct-Based Actions

Code 26RP

(4 days)

Employees who have been adversely affected by management actions or decisions are more likely to challenge those actions today than in the past. Accordingly, it is essential that adverse and conduct-based actions be clearly merit-based and procedurally accurate.

People who process adverse and conduct-based actions must learn the statutory, regulatory, and case law requirements.

Description: Lecture, discussion, and case studies will cover:

- Distinctions between adverse actions and performance-based actions.
- Factors considered in selecting an appropriate penalty.
- Coverage and merit and procedural requirements of adverse and conduct-based actions.
- Special and procedural requirements for problem areas.

Audience: Those who advise management on selecting and processing adverse and conduct-based actions.

[**Note:** Supervisors and managers should attend *Supervising Employee Performance, Conduct, and Leave* (Code 26RY).]

Cost: \$750

1995

February 28–March 3

May 2-5

July 11-14

September 12-15

Agency Administrative Grievance System

Code 26SD

(2 days)

An agency administrative grievance system is intended to serve as a fair and objective avenue for the resolution of employee concerns or dissatisfactions that are subject to the control of agency management. Such systems must be established and run in such a way as to meet employee and agency needs, while still conforming to the regulatory framework established by OPM. OPM regulations have greatly expanded agency flexibility in designing and operating administrative grievance systems.

Those responsible for advising on or administering agency administrative grievance systems need to understand OPM requirements and their application to the agency system.

Description: Through lecture, group discussion, and case studies, you will learn:

- How the agency grievance system relates to other systems available for resolving employee-employer differences.
- What issues are grievable.
- The steps in processing a grievance.
- The roles of supervisors, personnelists, "factfinders," deciding officials, etc., in processing a grievance.

Audience: Supervisors, personnel staff, deciding officials, EEO specialists, and employee and labor relations specialists.

Cost: \$420

1995

May 11-12

Basic Employee Relations

Code 26RK

(4 days)

A primary goal of those involved in employee relations is to provide guidance and assistance to management, ensuring consistent application of statutes and regulations. Topics covered will be probationary periods, conduct and discipline, adverse and performance-based actions, grievances and appeals, incentive awards, employee assistance programs, medical issues, and a drug-free Federal workplace. The relationship between employee relations and labor-management relations and recent developments in employee relations will also be covered.

Description: Through lecture, group discussion, case studies, and visual aids you will be able to:

- Describe how specific skills and knowledge in employee relations may impact on the effectiveness of an organization.
- Discuss methods by which employee relations specialists provide assistance and support to management.
- Locate, identify, and apply appropriate statutory and regulatory requirements.

Audience: Employee relations specialists with less than one year's experience, labor relations specialists, and other personnelists who need a basic understanding of employee relations.

Cost: \$750

1995

January 24-27

April 10-13

June 20-23

September 19-22

Case Preparation and Presentation Before MSPB

Code 26RZ

(4 days)

The Merit Systems Protection Board (MSPB) reverses about 20% of the cases it adjudicates; of those, 1 in 6 is due to errors in procedure. A review of reversed cases indicates that the reasons for action were adequate, but the case preparation and presentation to MSPB was inadequate.

Those who represent agencies before the MSPB must understand the applicable laws, regulations, and procedures and the fundamental tools of representation.

Description: Through lecture, group discussion, case studies, and role play, you will learn about:

- The jurisdiction of MSPB and what burden of proof applies to which actions.
- How to respond to an employee appeal, including the case file, discovery procedures, witness selection and preparation, etc.
- The format and procedures of an MSPB hearing.
- How to initiate and respond to post-decision actions.

Audience: Agency personnel with responsibility for preparing and/or presenting cases to MSPB or for serving as technical advisors.

Prerequisites: *Adverse and Conduct-Based Actions* (Code 26RP) or *Performance-Based Actions* (Code 26RO) or equivalent experience.

Cost: \$670

1995

June 20-23

Employee Assistance Program

Code 26RR (4 days)

Agencies are required to maintain programs aimed at preventing and treating drug abuse.

This course will enable you to implement, within your agency, an effective Employee Assistance Program (EAP) that will provide short-term counseling and referral services to employees with substance abuse and emotional, family, financial, or other problems.

Description: Through lecture, group discussion, case studies, and visual aids, you will learn about:

- Establishment and implementation of agency policy and programs consistent with the latest laws and regulations.
- Establishment of supervisory training programs to assist managers and supervisors in using the EAP services.
- Coordination of EAP with other relevant program areas.
- Identification of advantages and disadvantages of contracting out EAPs.
- Confidentiality and liability issues.
- Strategies to assist managers and supervisors in using the Counseling Services Program to correct performance and conduct problems.
- Evaluation of the effectiveness of the program.

Audience: Employee Assistance Program administrators, field installation coordinators, and persons providing direct counseling to employees.

Cost: \$625

1995

March 14-17

Flexiplace: Workshop for Supervisors, Employees, and Personnel Specialists

Code 22FX (1 day)

Federal employees who work at home or at other approved sites away from the office for all or part of the workweek may do so under the flexible workplace arrangements of the Flexiplace program. The purpose of the course is to train employees who have been tentatively identified as likely participants in the Flexiplace program, as well as their supervisors.

Description: Brief lectures, written exercises, group projects, and case studies will enable you to:

- Answer questions from the President's Council on Management Improvement (PCMI) Flexiplace Guidelines.
- Identify the assignments and personal advantages and disadvantages of Flexiplace participation.
- Develop an Action Plan for implementation of Flexiplace.

Audience: Supervisors and employees who are scheduled to participate in agency Flexiplace programs as well as personnel specialists and other management officials who administer the Flexiplace program.

This course is only available on a single-agency basis.

HIV/AIDS at Work: A Training Program for Federal Workers

Code 42KF (half -day)

On September 30, 1993, President Clinton signed a directive mandating that all Federal employees be trained, or scheduled for training in HIV/AIDS by March 31, 1995. This workshop was developed to meet that training requirement and the National AIDS Policy.

Description: This workshop is designed to:

- Increase your knowledge of HIV/AIDS.
- Improve your understanding of Federal policies as they relate to HIV/AIDS in the workplace.
- Present strategies in response to potential HIV/AIDS management issues confronting Federal supervisors and employees.
- Help create a responsive work environment.
- Foster discussion of new and emerging HIV-related workplace issues to be addressed in the future.

Audience: All Federal employees, including supervisors and managers.

Cost: \$60

1995

January 11
February 2
February 23
March 3
March 29
March 30

Interest-Based Problem Solving and How to Apply It in Negotiations

Code 26IB (3 days)

"The head of each agency. . .shall provide systematic training of appropriate agency employees. . .in consensual methods of dispute resolution, such as alternative dispute resolution techniques and interest-based bargaining approaches." President Bill Clinton, October 1, 1993, Executive Order 12871, Labor-Management Partnerships. OPM can prepare Federal employees to implement Executive Order 12871 on Labor-Management Partnerships and the National Performance Review's recommendations on interest-based bargaining (IBB).

This new course, *Interest Based Problem Solving and How to Apply it in Negotiations*, offers labor and management representatives an opportunity to jointly explore the benefits of committing to a non-adversarial process and to practice the required skills in a negotiation setting.

Upon completion of this course, participants will be able to:

- Distinguish between interest-based and position-based problem-solving.
- Create a supportive environment between the parties.
- Use the six-step interest-based problem-solving process.
- Develop creative solutions that benefit the organization as a whole.
- Apply the four stages in the interest-based negotiations process.

Audience: Supervisors and managers, labor and employee relations specialists, union representatives, EEO managers, ADR specialists, agency legal staffs, and members of partnership councils are encouraged to attend.

Cost: \$570

1995: February 8-10; June 14-16.

Introduction to ADR

Code 22AF

(2 days)

"The head of each agency. . .shall provide systematic training of appropriate agency employees. . .in consensual methods of dispute resolution, such as alternative dispute resolution techniques and interest-based bargaining approaches." President Bill Clinton, October 1, 1993, Executive Order 12871, Labor-Management Partnerships.

In order to facilitate the Executive order, this new course, *ADR: Approaches to Conflict Resolution*, offers information on a spectrum of ADR methods and their application in the new partnership environment. Participants will observe and experience selected ADR methods, address implementation issues, and identify opportunities to implementation.

Upon completion of this course, participants will be able to:

- Identify the key basis for ADR.
- Discuss the new partnership environment.
- Distinguish among unassisted, assisted, and third-party decisionmaking methods, including advantages and disadvantages.
- Contrast the outcome of a dispute using traditional resolution methods versus alternative methods.
- Determine appropriate and inappropriate uses of ADR methods.
- Distinguish among positions, issues, and interests.

Audience: Supervisors and managers, labor and employee relations specialists, union representatives, EEO managers, agency legal staffs, and members of partnership councils are encouraged to attend.

Cost: \$380

1995

April 20-21

August 29-30

Performance-Based Actions

Code 26RO

(3 days)

There is a growing emphasis on corrective actions in response to performance deficiencies and the increasing Merit Systems Protection Board (MSPB) and arbitration case law. It is essential that performance-based actions be clearly merit based and procedurally complete.

Persons processing performance-based actions must learn the statutory, regulatory, and case law requirements.

Description: Through lecture, group discussion, and case studies, you will learn about:

- Distinctions between performance problems and conduct problems.
- Management responsibilities for employee performance.
- Corrective actions for assisting unacceptable performers to perform acceptably.
- Merit and procedures of within-grade denials and probationary terminations.
- Coverage, merit, and procedures of unacceptable performance actions.

Audience: Persons who advise management on selecting and processing performance-based actions. [**Note:** Supervisors and managers should attend *Supervising Employee Performance, Conduct, and Leave* (Code 26RY).]

Cost: \$565

1995

March 1-3

July 25-27

September 27-29

Supervising Employee Performance, Conduct, and Leave

Code 26RY (3 days)

Supervisors and managers need to know their legal responsibilities as well as the legal limits to their authority when dealing with employee performance, conduct, and leave administration. This course covers not only measures to prevent employee performance, conduct, and leave problems from getting out of hand, but maps out procedures for successfully resolving issues that arise daily and in emergencies. Additionally, the course provides supervisors and personnelists with practical guidance for handling leave and attendance problems.

Description: Through lecture, group discussion, case studies, and role plays, this course covers:

- Your responsibilities in setting performance and conduct standards.
- How to distinguish between, and document, performance and conduct deficiencies.
- How to take corrective actions for dealing with the "problem" employee.
- How to move through the procedural requirements for unacceptable performance and adverse actions.
- How to administer leave requests in compliance with law, regulation, agency policy, and union contract provisions.
- How to resolve leave abuse and attendance problems.

Audience: Managers and supervisors.

Cost: \$500

1995

February 22-24

May 24-26

September 6-8

Violence in the Workplace

Code 22AG (1 day)

The incidence of employee violence, threats, and other inappropriate behavior in the workplace has increased dramatically in recent years.

This course provides the participant with information that will be useful when an employee is encountered whose behavior may be violent, threatening, or bizarre. It answers many questions about acceptable and unacceptable behavior, possible sources of violence, authority to order medical or psychiatric examinations, the role of the Employee Assistance Program, and developing an agency Crisis Management Plan.

Upon completion of this course the participant will be able to:

- Distinguish between acceptable and unacceptable employee behavior.
- Determine when to be concerned about employee behavior.
- Discuss the role of the Employee Assistance Program in resolving workplace behavior problems.
- Identify supervisor options.

Audience: Supervisors, managers, employee and labor relations specialists, personnelists, security personnel, and EAP specialists.

Cost: \$200

1995

June 27

August 15

Advanced EEO Counseling

Code 22UF (3 days)

Communication techniques and an overview of personnel management as it relates to the EEO process highlight this advanced counseling course. You'll catch up on the latest regulations from OPM and EEOC.

It is said that experience is the best teacher. If that's true, your experience will contribute much to the course. You, in turn, will learn from other EEO counselors.

This course is for you if you have processed a pre-complaint case or if you have been an EEO counselor for six months.

Description: You will learn how to:

- Apply effective communication techniques when counseling.
- Practice sound counseling methods.
- Update your knowledge of the discrimination complaint process.
- Recognize the effects of discrimination.
- Understand the relationship between personnel management and discrimination complaints processing.
- Define and analyze EEO problems.

Audience/Prerequisite: *Basic EEO Counseling* (Code 22UD). Others may attend if space is available.

Cost: \$540

1995

July 19-21

Basic EEO Counseling

Code 22UD (4 days)

Counseling is the first step in the discrimination complaint process. The emphasis will be on the role, duties, and responsibilities of the EEO counselor. Actual complaint situations will be simulated in role-playing sessions.

Description: You will learn how to:

- Describe each step in the pre- and formal-complaint stages.
- Conduct constructive counseling interviews.
- Gather information about alleged discrimination.
- Resolve discrimination complaints informally.
- Write reports summarizing the facts of a discrimination complaint case.

Audience: Newly designated or appointed EEO counselors.

Recommended prerequisite: *Introduction to the Federal EEO Program* (Code 22VK). Others may attend if space is available. (EEO investigators should take *Investigation of Complaints of Discrimination* [Code 22UL].)

Cost: \$690

1995

February 14-17

April 18-21

May 16-19

June 20-23

August 22-25

Cultural Diversity Foundations

Code 22UK

(3 days)

Diversity and ongoing change are the key characteristics of today's workforce. In this course, participants will discuss Workforce 2000 and how it affects the distribution of work and workers for the 21st century. It will address how employees differ in their ethnic and cultural backgrounds values, attitudes, and beliefs that affect productivity; the relationship between diversity, EEO, and Affirmative action; and strategies to build a more effective work team through recognition and appreciation of differences.

Description: Through group discussion, interactive exercises, group and individual action planning enhanced by reference material, videos, and lecture, you will:

- Learn to distinguish EEO versus workforce diversity.
- Define culture and cultural diversity.
- Learn and apply techniques to bridge gender differences.
- Acquire skills to recognize individual and institutional assumptions and practices that have an impact on diversity.
- Develop strategies and techniques to create a positive organizational climate for diversity.

Audience: Supervisors, managers, team leaders, Special Emphasis Program Managers, EEO staff, and other employees with duties that require communicating within a divergent workforce.

Cost: \$450

1995

February 22-24

EEO for Advisory Committee Members

Code 22VB

(3 days)

The increasing responsibilities of Special Emphasis Program managers and other EEO officials often require the formation of an EEO advisory committee to assist in carrying out an agency's EEO efforts.

The knowledge and skills you will learn from this course will make you an effective committee member. Emphasis is placed on how you can work with other members of the committee to advance your agency's EEO program.

Description: You will learn how to:

- Explain your role and responsibilities as a committee member.
- Discuss with appropriate agency officials ways in which they can improve your agency's EEO program.
- Describe the basic concepts behind affirmative action and Federal EEO Affirmative Action Program Planning.

Audience: Members of EEO advisory committees, Federal Women's Program committees, Hispanic Employment Program committees, and EEO specialists who work with advisory committees.

This course is available only on a single-agency basis. For dates, times, and costs, please call the number listed below.

EEO for Personnelists

Code 22UX

(3 days)

This course is designed to give you a comprehensive understanding of Federal laws, Executive Orders, regulations, and procedures governing the Federal EEO program. The course focuses on the interrelationship between EEO and the Federal personnel system.

Description: You will learn how to:

- Explain the requirements of Federal EEO laws, Executive Orders, and regulations.
- Identify personnel practices that effectively support EEO objectives, may be discriminatory in effect, or give rise to complaints of discrimination.
- Describe the roles and responsibilities of managers and personnel specialists in EEO efforts.
- Explain the rights of applicants and employees under EEO and the procedures of the discrimination complaints process.
- Identify the basic contents for affirmative action and employment plans.
- Assist in the process of planning and accomplishing program objectives.

Audience: Personnel specialists functioning in any area of Federal personnel management and other employees with duties that require an understanding of EEO, Affirmative Employment Program, and their relationship and roles in sound personnel management.

Cost: \$540

1995

March 22-24

EEO Law: Its Impact on the Federal Program

Code 22VI

(2 days)

By attending this course, you can acquire the basic knowledge and skills required to identify, research, and understand recent administrative rulings and court decisions that affect the internal EEO program. All EEO and personnel management employees should possess the basic legal tools, skills, and knowledge that this course provides.

Description: You will learn how to:

- Define and use legal terminology that applies to the Federal EEO program.
- Identify the principal sources of EEO laws, regulations, administrative rulings, and court decisions.
- Follow the progression of an EEO discrimination case through the administrative and Federal court systems.
- Discuss new laws and recent legislative developments in EEO and their impact on the Federal program.
- Apply the findings in landmark EEO court decisions in the private employment sector to employment in the Federal Government.
- Describe the roles of OPM and EEOC in the Federal EEO program.

Audience: EEO directors, officers, investigators, specialists, and persons who manage the processing of discrimination complaints are eligible to attend this course.

Cost: \$430

1995

January 19-20

August 10-11

Federal EEO Affirmative Employment Program Planning

Code 22UA (4 days)

Under EEOC Multi-Year Planning Instructions, Federal Affirmative Action Program Planning (AAPP) requires significantly more analysis and implementation strategy than previously mandated.

This course will enhance your skills in implementing and maintaining an effective and successful affirmative action program as a result of the development of a realistic, cost-efficient plan.

Description: You will learn how to:

- Explain the historical events leading up to the development of current EEOC-AAPP instructions.
- Interpret all major requirements of EEOC-AAPP instructions.
- Complete correctly all required sections of the AAPP.
- Explain the interdependency of all AAPP and Affirmative Employment Program plans required by EEOC and OPM.
- Identify management information systems requirements for AAPP implementation, monitoring, and update.

Audience: EEO and personnel officers, specialists, and persons involved in developing the various Affirmative Employment Program plans required by EEOC regulations, are eligible to attend this course.

Cost: \$800

1995

May 2-5

Introduction to the Federal EEO Program

Code 22VK (3 days)

This course informs newly designated EEO and personnel specialists about the main requirements of the Federal EEO Program. The course will enable you to understand the special EEO rules of your agency in relation to the Governmentwide program.

This course covers the requirements of the Civil Rights Act of 1991, the EEO Act of 1972, as amended, the Civil Service Reform Act of 1978, E.O. 11478, and EEOC and OPM regulations.

Description: You will learn how to:

- Describe the development of the Federal EEO Program.
- List agencies' responsibilities for establishing and maintaining EEO and Affirmative Employment Programs.
- Identify and discuss the roles, duties, and responsibilities of EEO and personnel specialists.
- List and describe the rights and responsibilities of Federal employees, supervisors, and managers under EEO regulations.
- Discuss EEO's relationship to your agency's personnel management functions.

Audience: New EEO program and personnel staff members; new Federal Women's, Hispanic Employment, Selective Placement, and Veterans' Employment Program managers/coordinators; and agency officials assuming program responsibilities.

Cost: \$540

1995

January 25-27

April 26-28

August 29-31

Investigation of Complaints of Discrimination

Code 22UL (4 days)

Newly designated and/or appointed EEO discrimination complaint investigators will receive the knowledge and basic skills they need in order to conduct complete and impartial investigations of individual complaints of discrimination and allegations of harassment. The course begins with a discussion of the EEO regulations. It then traces the steps in a complaint investigation from initial receipt of the complaint to preparation and submission of the written report.

Description: Through group discussions, role play, and case studies, you will learn how to:

- Collect pertinent information relevant to the EEO discrimination complaint.
- Conduct necessary interviews.
- Receive testimony in affidavit form.
- Prepare the written report.

Audience: Designated EEO discrimination complaints investigators and managers of complaints processing units. (EEO counselors should take *Basic EEO Counseling* [Code 22UD].)

Cost: \$695

1995

May 9-12

September 12-15

Managing a Multicultural Workforce

Code 22UE (2 days)

The ability of managers and supervisors to meet the challenges of the diverse workforce of the 1990's will depend on how well they understand the emerging culturally diversified applicant pools from which many vacancies will be filled. This course provides you with an understanding of how to manage personnel and employee interactions across cultural/ethnic lines. It is for all concerned managers and supervisors who want to build and create healthy working relationships and environments in which all employees can maximize development toward achievement of their full working potential, while effectively accomplishing the unit's mission and goals.

Description: You should attend this seminar if you want to:

- Learn about the organizational challenge that will result from changing demographics over the next decade.
- Understand how accepted processes for creating order, both individually and organizationally, lead to behaviors that impact people differently as a result of their cultural/ethnic backgrounds.
- Examine individual and organizational responses to situations involving real or perceived differences.
- Sharpen your skills and awareness level for diversity competence.

Audience: EEO directors, officers and specialists, supervisors, and managers.

Cost: \$360

1995

July 27-28

Preventing Sexual Harassment in the Federal Sector

Code 22VU

(2 days)

This workshop provides statutory information on sexual harassment. It also emphasizes important issues involved in sexual harassment in the Federal workplace such as rights, responsibilities, remedies that victims have and can exercise, and management's roles and responsibilities.

Description: You will learn how to:

- Define and describe sexual harassment.
- Identify sexual harassment and distinguish it from sex discrimination.
- Outline management and supervisory roles and responsibilities.
- Describe the impact of sexual harassment on employee morale and productivity.
- List ways of preventing sexual harassment.
- Select the course of action to be taken if sexual harassment is experienced or observed.

Audience: Specifically designed for EEO program staff, Special Emphasis Program managers, supervisors and managers, and personnel specialists with (full- and part-time) employee relations responsibilities.

Cost: \$360

1995

June 15-16

Processing Complaints of Discrimination

Code 22UC

(3 days)

Agencies can minimize disruptions and expenses caused by lengthy discrimination complaints by processing them with employees who understand EEOC's complaints regulations. This course gives you the technical information you need to administratively process complaints of discrimination.

Description: Through workshops and group discussions, you will learn how to:

- Discuss the purposes and procedures of the EEO complaints process.
- Discuss EEOC's regulations and how they have been applied by the courts in cases involving Federal employees.
- Explain what constitutes a valid complaint.
- Distinguish between the administrative handling of an individual complaint and a class complaint.
- Describe the roles of a complaint representative, agency representative, complaints examiner, and an agency EEO program official.
- Apply the procedures for resolving claims for relief in discrimination complaint cases.

Audience: EEO program officials and other employees who need to know how to process complaints of discrimination. Please note on registration forms a candidate's role in handling complaints of discrimination.

Cost: \$540

1995

April 12-14

September 6-8

The Federal Women's Program: A Workshop

Code 22UH (5 days)

This course presents an overview of the knowledge, skills, and abilities that you, as a Federal Women's Program (FWP) manager, must have.

Description: You will learn how to:

- Identify the role and major responsibilities of the FWP manager.
- Assess current and potential problems in employment and advancement of women.
- Develop and integrate into your Program management plan objectives that support the mission of the agency.
- Formulate an affirmative employment strategy to assist the agency in recruiting, staffing, promoting, developing, advancing, training, and rewarding women.
- Develop skills in presenting Program briefings.
- Develop strategies for implementing and evaluating the FWP as an integral part of the total Affirmative Employment and EEO Programs.

Audience: Designated Federal Women's Program managers, personnelists, and EEO specialists with collateral duty responsibilities in the Program.

Cost: \$710

1995

September 11-15

The Hispanic Employment Program: A Workshop

Code 22UU (3 days)

This course presents an overview of the essential knowledge, skills, and abilities you will need as an agency Hispanic Employment Program (HEP) manager.

Description: You will learn how to:

- Explain the goals of the Governmentwide HEP.
- Explain the role and responsibilities of the agency HEP manager.
- Assess current and potential problems in the employment and advancement of Hispanics in the Federal sector.
- Develop strategies for planning, implementing, and evaluating the HEP.
- Integrate objectives into your Program management plan that support the mission of the agency.
- Develop basic skills in presenting briefings.

Audience: Designated HEP managers, personnelists, and EEO specialists with related responsibilities.

Cost: \$490

1995

June 7-9

The Role of Supervisors and Managers in EEO

Code 22UV

(2 days)

Supervisors and managers must carry out EEO Program objectives. They must understand the Federal EEO Program structure and requirements in order to carry out the mandates of EEO laws and regulations.

Learning these EEO requirements will enable you to prevent expensive, time-consuming discrimination complaints.

Description: You will learn how to:

- Identify your roles and responsibilities in all aspects of internal Federal EEO Programs and in handling allegations of discrimination or sexual harassment.
- Describe how you as a supervisor or manager can support your organization's EEO Program.
- Identify practices that could lead to complaints of discrimination or sexual harassment from minorities, women, or the disabled.
- Recognize employment problems faced by members of minority groups, women, and disabled persons.

Audience: All Federal supervisors and managers, regardless of grade level.

This course is also available on a single-agency basis.

Cost: \$400

1995

March 16-17

September 28-29

Accounting for Secretarial, Administrative, and Clerical Personnel

Code 23DA (3 days)

An agency's accounting system is an important contributor to efficient and effective program management. In addition to its recordkeeping function, the accounting system keeps management informed of its financial position. Secretarial, administrative, and clerical personnel should be able to communicate with accounting personnel and understand the output of the accounting system.

Description: At the completion of this course, you will be able to:

- Understand accounting concepts and principles.
- Track agency financing.
- Communicate intelligibly with accounting personnel
- Examine the spending process.
- Monitor legal and administrative controls.
- Develop recordkeeping procedures.

Audience: Secretarial, administrative, or clerical personnel who require a general understanding of accounting. No previous accounting training is required.

Cost: \$445

1995

February 15-17

May 3-5

August 1-3

Automated Accounting Systems

Code 23AQ (3 days)

Accounting systems are the primary source of financial information required by agency management and external parties. The growing complexity of Government programs and ever-increasing load of reporting requirements demand accounting systems that directly respond to the needs of these diverse user groups. Accounting and financial professionals must play the leading role in developing these systems.

Description: At the completion of this course, you will be able to:

- Conduct a structured analysis of user requirements.
- Develop system tables and charts of accounts.
- Build internal controls into accounting systems.
- Create a conceptual system design using a structured design approach.
- Acquire guidance on building strong internal controls, GAO accounting standards, and OMB requirements into the system.

Audience: Accountants, auditors, financial managers, systems analysts, programmers, and computer specialists.

Prerequisite: A basic understanding of computer fundamentals and accounting theory is assumed.

Cost: \$470

1995

September 20-22

Certifying Officers: Your Roles and Duties

Code 23DZ (1 day)

Certifying officers are responsible for approving payments of vouchers, invoices, and bills of agencies. Disbursements from Treasury are made on the basis of their certification. The major concern of the certifying officer is the availability of funds in the accounts to which the payments are to be charged.

Description: At the completion of this course, you will be able to:

- Understand the basic responsibilities and liabilities of a certifying officer.
- Describe the process of official authorization.
- Identify relief from responsibility for illegal, improper, or incorrect payments.

Audience: Certifying officers, disbursing officers, collecting officers, or other accountable officers.

Cost: \$195

1995

April 24

August 7

Data Handling for Budget and Accounting Technicians

Code 23DR (3 days)

As a budget, accounting, or administrative staff support person, you handle important financial data to assist budget analysts, accountants, and program managers.

Description: At the completion of this course, you will be able to:

- Understand the basic concepts and principles of Federal accounting.
- Describe how budget and accounting functions interrelate.
- Identify budget and accounting terms.
- Detect errors on worksheets.

Audience: Budget and accounting clerks and technicians, secretarial and administrative assistants, and financial management assistants.

Cost: \$450

1995

June 12-14

September 13-15

Government Bookkeeping and Accounting I

Code 23AB (5 days)

This course will introduce you to the basic concepts and principles of Federal accounting. Much of the course is devoted to analyzing individual transactions, recording transactions in journals and ledgers, and preparing financial statements.

Description: At the completion of this course, you will be able to:

- Explain accounting principles.
- Understand the differences between the cash and accrual methods of accounting.
- Describe fund and account structures of Government agencies.
- Adjust double-entry bookkeeping.
- Verify trial balances.
- Prepare financial reports.
- Analyze and record individual transactions in journals and ledgers.

Audience: Accounting clerks or technicians and others with limited knowledge of bookkeeping or accounting.

Cost: \$655

1995

March 6-10

May 8-12

July 24-28

September 25-29

Government Bookkeeping and Accounting II

Code 23BJ (5 days)

This course is for those with some prior training in Government accounting. It is an excellent sequel to *Government Bookkeeping and Accounting I* (Code 23AB). It emphasizes the application of the principles and practices of Federal fund accounting.

Description: At the completion of this course, you will be able to:

- Understand the application of the principles and practices of Federal fund accounting.
- Review appropriations, reimbursements, apportionments, and allotments.
- Examine operating costs and expenses.
- Analyze prepayments.
- Adjust and close entries.

Audience: Personnel who have completed *Government Bookkeeping and Accounting I* as well as others with comparable training and experience.

Cost: \$655

1995

March 20-24

August 14-18

Introduction to Voucher Examination

Code 23AR (3 days)

One goal of all Federal agencies is to ensure accurate and legal payments. This is accomplished by systematically reviewing all documents related to the payment process. Agency voucher examiners play a vital role in this phase of the agency's financial management system.

Description: At the completion of this course, you will be able to:

- Understand procedures for examining and processing vouchers.
- Examine purchase orders, contracts, and grants.
- Calculate utility payments.
- Evaluate travel expenses.
- Procure intergovernmental purchases.
- Audit imprest funds.
- Compile transportation expenses.

Audience: Personnel who have recently acquired duties related to the voucher examination process.

Cost: \$450

1995

April 25-27

August 8-10

Appropriation Law Seminar

Code 23AU (3 days)

If your work involves understanding the legal aspects of Federal appropriations, this Seminar and the accompanying reference text (GAO's *Principles of Appropriation Law*), are important to you.

Description: At the completion of this course, you will be able to:

- Track the typical congressional sequence: "organic" or "enabling" act, authorization, and appropriation.
- Recognize how lump-sum and line-item appropriations parallel block and categorical grants.
- Understand the ground rules for "reprogramming."
- Apply legal reasoning to appropriations.
- Understand how GAO audits agency spending.

Audience: Budget and fiscal officers, general counsel staff, inspector general staff, managers, and supervisors.

Cost: \$795

1995

April 25-27

May 31-June 2

September 26-28

Budget Analysis Workshop

Code 23DK (3 days)

Are you an experienced budget analyst seeking to improve your skills? The best way to improve analytical skills is to gain experience in problem solving.

Description: At the completion of this course, you will be able to:

- Identify strengths and weaknesses of budget justifications.
- Conduct a mid-fiscal year financial review.
- Comment on the financial implications of audit findings.

Audience: Budget analysts with a broad range of knowledge in Federal budgeting policies and procedures.

Cost: \$450

1995

February 6-8

June 21-23

Budget Estimating Techniques

Code 23DB (3 days)

You are a program specialist or administrative officer. Does the thought of developing a budget for your office give you a migraine?

Budgeting will be easier if you know some basic budgeting considerations and techniques.

Description: At the completion of this course, you will be able to:

- Calculate estimates for two small organizations (one organization funded from a salaries and expenses appropriation, the other on a reimbursable, revolving fund basis).
- Decipher budget jargon.
- Understand how to estimate staff, travel, and contract costs.

Audience: Program and administrative specialists having budget responsibilities.

Cost: \$450

1995

January 18-20

March 8-10

June 7-9

September 18-20

Budget Execution

Code 23BM (5 days)

Your agency has received funds from Congress. Now you must prepare financial plans and program objectives and submit an apportionment request to OMB. After this request is approved, you will monitor the plan and make adjustments, as necessary, over the year.

Description: At the completion of this course, you will be able to:

- Describe the sequence of events in budget execution (appropriations, apportionments, allotments, commitments, obligations, costs, and outlays).
- Heed the Anti-Deficiency Act.
- Follow OMB Circular A-34 budget execution requirements.
- Prepare an apportionment request to OMB on Standard Form 132.
- Reprogram funds.
- Deal with budget shortfalls while fulfilling program objectives.

Audience: Employees in budget or financial careers. We recommend that you first complete *Budget Formulation* (Code 23AF) and *Budget Presentation and Justification* (Code 23AT).

Cost: \$655

1995

January 30-February 3

March 27-31

May 1-5

June 26-30

July 31-August 4

September 25-29

Budget Formulation

Code 23AF (5 days)

Learn to help assemble your agency's annual OMB budget submission by creating a budget for the hypothetical "Resource Conservation Agency." In the process, you learn to use budget terminology correctly—a feature that participants consistently praise.

Description: At the completion of this course, you will be able to:

- Describe how a Federal agency develops its budget submission.
- Use the budget vernacular correctly.
- Calculate, from raw data, the numbers you need for a budget submission.
- Complete budget schedules in accordance with OMB Circular A-11.
- Rework budget schedules to keep current with Presidential directives.

Audience: Employees heading for budget or financial careers.

Cost: \$655

1995

January 9-13
February 13-17
March 20-24
April 17-21
May 15-19
June 19-23
July 17-21
August 14-18
September 11-15

Budget Presentation and Justification

Code 23AT (5 days)

You have helped write your agency's budget submission. Now justify it on closed-circuit TV to a "congressional appropriations subcommittee" composed of your classmates.

Working on a team in a secure, constructive atmosphere, you make the transition. After writing a budget justification, your oral presentation will be videotaped.

Description: At the completion of this course, you will be able to:

- Write justifications.
- Assemble technical support for your agency's presentation to OMB and Congress.
- Advocate funding and personnel resource requirements to Congress.
- Answer tough questions promptly and confidently.
- Think like a congressional committee member, developing questions and making recommendations.

Audience: Employees who prepare data for budgets or write answers to questions about budget submissions. We recommend that you first complete our *Budget Formulation* (Code 23AF) course, or that you have equivalent experience.

Cost: \$690

1995

January 23-27
April 3-7
June 5-9
August 28–September 1

Federal Budget Process

Code 23AP (2 days)

All Federal employees should know about the budget process. A basic understanding of the overall process obviously benefits anyone in the financial, program, and administrative fields.

Description: At the completion of this course, you will be able to:

- Identify the four phases of the budget process.
- Understand the roles played by departments and agencies, OMB, the President, Congress, the Congressional Budget Office, and GAO in Federal budgeting.
- Examine the Federal budget's effect on the nation's economic health.
- Understand budgeting terms, such as appropriation, apportionment, allotment, obligation, and outlay.

Audience: All Federal employees who need to know the budget process, especially interns and trainees.

Cost: \$320

1995

January 12-13

February 9-10

March 16-17

April 13-14

May 11-12

June 12-13

July 13-14

August 10-11

September 7-8

Introduction to Financial Management

Code 23BC (5 days)

As a new financial manager or management intern, you will want to be familiar with the four functional areas of financial management: budgeting, accounting, internal control, and management services.

Description: At the completion of this course, you will:

- Understand the four functional areas of financial management: budgeting, accounting, internal control, and management services.
- Gain experience in summarizing, analyzing, and reporting financial results.
- Understand the roles budget analysts, accountants, and auditors play in accomplishing financial management goals.

Audience: Persons in financial planning, analysis, or management.

Cost: \$655

1995

March 13-17

August 21-25

Writing Effective Budget Justifications

Code 23DN (3 days)

What makes a budget justification for one program more effective than another? Brief lectures, multiple examples, and guided practice will show you how to unlock the mystery of making budget justifications interesting and effective.

Description: At the completion of this course, you will:

- Transform a routine budget justification into an effective sales document.
- Organize your budget information.
- Emphasize program goals, program objectives, and performance measures.
- Write, review, and edit the final product.

Audience: Persons who must write, review, or edit budget justifications.

Cost: \$575

1995

February 1-3

April 10-12

July 19-21

Introduction to Personnel Management

Code 22AA (3 days)

This course focuses on the laws, rules, and regulations governing Federal personnel management. Emphasis is on the relationship of personnel management to overall management of the organization

Description: Upon completion of this course, you will be able to:

- Identify the various programs and functions of Federal personnel management.
- Apply the basic laws and regulations affecting personnel management.
- Describe the roles, responsibilities, and relationships of personnel management to overall management of an agency and its employees.

Audience: Employees who need an introduction to the Federal personnel management system. This course prepares employees pursuing careers in personnel management for our more in-depth, technical courses in specific personnel disciplines.

Cost: \$560

1995

January 18-20

May 31-June 2

September 25-27

Personnel Management for Administrative Officers (Renamed)

Code 22AT (3 days)

The fundamental principle of personnel management is the development and application of regulations and procedures toward accomplishing the agency's mission. Administrative officers must be fully informed and provide guidance to employees and management in accomplishing organizational functions. This course provides a comprehensive overview of personnel management procedures as needed by administrative officers.

Description: At the end of this course you will be able to:

- Describe the overall objectives and fundamental principles of the Federal Personnel Management System.
- Describe and apply basic policies and practices related to staffing, placement, classification, employee relations, EEO, etc.
- Apply basic techniques of personnel administration.
- Identify roles and responsibilities under personnel management.
- Use the Title V, Code of Federal Regulations to locate policies or procedures pertaining to specific personnel issues or situations.

Audience: Administrative officers and other administrative employees who must make determinations of personnel actions and/or advise management on such issues.

Cost: \$540

1995

April 10-12

July 19-21

Personnel Management for EEO Staff

Code 22UM

(3 days)

This course is designed to provide EEO specialists, and other employees who have EEO responsibilities, with knowledge of how the Federal personnel system operates.

Description: Upon completion of this course, you will be able to:

- More effectively meet EEO responsibilities by integrating EEO objectives into agency personnel policies and practices.
- Relate EEO responsibilities to the following personnel management program areas:
 - Position classification
 - Performance appraisal
 - Training
 - Disciplinary and adverse actions
 - Grievances
 - Labor-management relations
 - Staffing and placement
 - Reduction in force.
- Utilize the Title V, Code of Federal Regulations and standards in order to relate the guidance contained in these publications to the performance of the EEO responsibilities.

Audience: EEO counselors, officers, and investigators; Federal Women's Program managers, Hispanic Employment Program managers, Advisory Committee members; and EEO investigators.

Cost: \$540

1995

August 14-16

Personnel Management for Personnel Assistants

Code 22AH

(3 days)

This course provides a general overview of the Federal personnel management functions. Within the framework of the Federal rules, regulations, and laws, these functional areas will be surveyed: position classification, staffing and placement, employee relations, performance management, and employee development. This course prepares those who wish to pursue a career in personnel management for our more in-depth technical courses in specific personnel disciplines.

Description: Upon completion of this course, you will be able to:

- Identify the various programs and functions of Federal personnel management.
- Identify basic laws and regulations affecting personnel management.
- Define personnel management concepts such as discipline, nexus, authorized absences, etc.
- Describe the processes used to classify jobs, staff vacancies, manage performance, and improve or add new skills.

Audience: Designed as a developmental opportunity for clerical and technical support employees. It will provide an orientation to several functional areas of personnel but will not deal with the technical areas in great depth. These employees will normally be in the GS-203 job series.

Cost: \$560

1995

March 6-8

May 3-5

August 2-4

Personnel Management for Supervisors and Managers: A Workshop

Code 22AQ (5 days)

This basic course assists managers and supervisors in meeting the personnel management responsibilities of their positions.

Description: In major areas of personnel management, you will develop skills and learn how to:

- Use merit system principles and avoid the use of prohibited personnel practices.
- Identify and use the principles of position management, performance management, and position classification.
- Use various methods of recruiting and staffing to fill positions.
- Understand better your role and responsibilities in labor management relations, EEO, performance appraisal, employee relations, and training and development to improve organizational and individual performance.
- Learn the key functions of your personnel office and how to effectively use their services.

Note: This course can be effectively tailored to the needs of an individual agency.

Audience: Supervisors and managers.

Cost: \$720

1995

May 22-26

September 18-22

Preparation and Review of Personnel Actions Workshop

Code 22FU (2 days)

This course is designed to enable persons with operating experience in staffing and personnel management to apply their knowledge and experience in preparing the forms "Request for Personnel Action" (SF 52) and "Notification of Personnel Action" (SF 50) and in the review of SFs 52/50 completed by others.

Description: You will learn how to:

- Locate information in *The Guide to Processing Personnel Actions*.
- Read and use decision logic tables to follow personnel action processing instructions.
- Determine the procedures required to prepare specific personnel actions and to accurately determine the entries required by OPM on the SF 52 and SF 50 for those actions.

Audience: Personnel specialists, personnel assistants, and administrative personnel with some operating experience in appointment procedures, staffing and personnel management functions; and experienced personnel clerks who must prepare SFs 52/50 or review those prepared by others.

This course is NOT for persons who are newly assigned to personnel offices or support functions and who do not have actual operating experience in these functional areas.

Cost: \$360

1995

April 3-4

July 17-18

Processing Personnel Actions: An Introduction

Code 22AW

(5 days)

This course provides an overview of personnel actions processing and recordkeeping functions and teaches participants how to use *The Guide to Processing Personnel Actions*, and related materials to request and document personnel actions.

Description: You will learn how to:

- Identify the forms needed to effect various personnel actions.
- Verify service and compute service computation dates.
- Determine eligibility for Veterans' Preference and completion of service requirements for various purposes, including within-grade increases and career tenure.
- Use *The Guide to Processing Personnel Actions* to complete "Request for Personnel Action" (SF 52), and "Notification of Personnel Action" (SF 50).

Audience: Newly appointed personnel clerks, specialists, technicians, and assistants who are involved in processing and documenting personnel actions. The program is not appropriate for employees with extensive experience in these activities.

Cost: \$830

1995

January 23-27

March 20-24

April 24-28

June 12-16

July 10-14

September 11-15

Using the Federal Regulatory and Guidance Systems

Code 22AI

(2 days)

Since the Federal Personnel Manual has been phased out, employees involved in personnel management must rely on the federal regulatory systems for authority and guidance in taking actions and making decisions. This course focuses on the many components of the federal regulatory system and how to reference them. The authorities you will study include legislation, Federal regulations, Executive Orders, regulatory agencies' guidance, as well as remaining OPM user guidance.

Description: You will learn how to:

- Describe the authority of and relationships among the U.S. Code, Code of Federal Regulations, Executive Orders and regulatory and OPM agency guidance.
- Differentiate between guidance and authorities.
- Find designated sections in the Code of Federal Regulations and the remaining sections of provisional OPM guidance and use them in solving real-life personnel management problems.

Audience: Anyone using OPM guidance, responsible for maintaining it, and/or researching authority for personnel actions and decisions.

Cost: \$360

1995

March 2-3

July 31-August 1

Labor Relations

Arbitration Workshop

Code 26CA

(4 days)

The CSRA provides for arbitration as the final step in the grievance process. Arbitration is a proceeding in which an impartial third party, usually chosen by the parties to a dispute, hears both sides and renders a final and binding decision or award. Such decisions may be unsatisfactory to one or both of the parties, but one which is consistent with the labor contract and tailored to the circumstances of the individual grievance. Therefore, effective presentation of management's case before an arbitrator is critical to successful dispute resolution.

Persons who represent management in third-party proceedings affecting agency labor relations must know the arbitration process.

Description: Lecture, group discussion, a simulated hearing, and case studies will show you:

- How arbitration resolves labor-management disputes.
- How to investigate, analyze, and prepare the facts of a case.
- How to select and use case presentation techniques at arbitration hearings.
- How to effectively present management's case before an arbitrator.

Audience: Labor relations specialists, employee relations specialists, staff attorneys, and personnel specialists who normally represent management at arbitration hearings.

Prerequisite: *Basic Labor Relations* (Code 26AB) or equivalent experience.

Cost: \$750

1995

March 7-10

Basic Labor Relations

Code 26AB

(4 days)

Management personnel need to learn about labor relations and the Federal labor-management program. This course is a foundation for developing more labor relations expertise.

Description: Lecture, case studies, workshops, and readings will show you the basic rights and duties of the parties relating to:

- The union organizing campaign.
- Bargaining-unit determination and election procedure.
- Exclusivity, negotiability, and good-faith bargaining.
- The negotiation process and impasse resolution.
- Contract administration, grievance systems, and arbitration.
- Unfair labor practices.

Audience: Labor relations specialists, employee relations specialists, personnel officers, and other management and staff officials who must know about the labor-management relations program.

Cost: \$750

1995

February 14-17

April 25-28

June 6-9

August 1-4

Labor Relations for Supervisors and Managers

Code 26AA (3 days)

The purpose of this course is to bring Federal agency managers and supervisors together in order to develop effective personnel management practices. It is vital that management officials recognize their rights and responsibilities. The Federal Service Labor-Management Relations Statute outlines these rights and responsibilities.

Description: Through lecture, group discussion, case studies, and visual aids, you will be able to:

- Identify the basic rights of employees, labor organizations, and management and describe the practical implications of those rights.
- Explain the process of collective bargaining and the role of labor unions in determining personnel policies and working conditions.
- Identify basic principles of contract interpretation and administration, with particular reference to the role of past practices.
- Explain the role of the parties in grievance handling with particular emphasis on the supervisor's responsibilities in effective grievance handling.
- Describe the nature of the supervisor-steward relationship as well as the principles for developing and maintaining a sound relationship.

Audience: Supervisors and managers who deal with union stewards or with employees represented by a union.

Cost: \$570

1995

May 17-19

Negotiating Labor Agreements

Code 26AC (5 days)

Agency management and labor organizations negotiate agreements on personnel policies and working conditions. These agreements may have an extensive impact on agency operations.

Persons representing management must know the legal, technical, and behavioral aspects of negotiating a labor agreement and must be able to negotiate skillfully.

Description: Team-bargaining simulations, lecture, group discussions, and case studies will enable you to:

- Grasp the legal and technical scope of negotiations.
- Analyze bargaining proposals to determine negotiability.
- Select and use bargaining techniques that will resolve conflicts.
- Choose and apply appropriate negotiating techniques.
- Draft contract language and effectively administer the contract.

Audience: Any persons designated by management to negotiate a labor agreement or provide advice and assistance to those who negotiate such agreements.

Prerequisite: *Basic Labor Relations* (Code 26AB) or equivalent experience.

Cost: \$780

1995

March. 20-24

August. 21-25

Effective Leadership Seminar

Code 36JK

(3 days)

Your role as a manager is expanding and becoming increasingly important in dealing with the complex challenges facing organizations today. To be successful, you must rely on leadership skills.

Description: This Seminar examines concepts, techniques, and skills of leadership with an emphasis on the practical applications of leadership on the job. You will learn how to develop alternatives for the most difficult management problems.

Specifically, this Seminar spotlights the following leadership behaviors:

- Selecting appropriate leadership styles and techniques for a wide variety of situations.
- Developing more effective delegation techniques.
- Implementing conflict management techniques correctly.
- Creating a work environment where subordinates want to do their best.
- Developing an enhanced work group with specific team-building concepts.

Audience: Supervisors and managers through grades GS-15 and those with high potential for such positions.

Cost: \$625

1995

March 1-3

May 8-10

September 13-15

Leadership and Women

(Open to Women and Men)

Code 36KH

Today the number of women in Government leadership positions is rapidly increasing. This course addresses the special challenges women face in leadership positions and, in a participative setting, examines approaches to help you increase your personal and organizational effectiveness.

Description: By attending this course you will learn to:

- Perceive and formulate organizational needs and goals more effectively and utilize them to achieve career enhancement.
- Develop a realistic understanding of organizational structure and the power and strategic resources essential to effective management.
- Develop productive communications with superiors, peers, and subordinates.
- Develop increased awareness of the role of personal risk-taking in the organization.
- Assess personal and professional needs for networks, support systems, and vertical connections.

Audience: Men and women in supervisory and management positions interested in knowing how to successfully operate in today's organizations.

This course is available for onsite sessions only.

The Management Seminar

Code 36JJ

(5 days)

As a new or prospective manager, you will be faced with immediate responsibilities and expectations. As an incumbent manager, you may feel the need to re-explore the managerial process. This Seminar is designed to provide a unique learning experience both for those who are new to management and those who wish to refresh their perspective.

The Management Seminar is an intensive, introspective, and interactive educational experience dealing with the critical factors in individuals and organizations that influence managerial effectiveness. It will serve as a foundation undergirding everything you will be doing as a manager.

Description: Through discussion, participant interactions, profile instruments and interpretations, team workshops and video presentations, this program provides coverage of the following critical areas:

- Impact of personality and style.
- Impact of values and attitudes.
- Work team effectiveness.
- Setting priorities/time management.
- Action planning.
- Coaching and communication.
- Negotiating and problem solving.

Audience: All new, prospective, or incumbent managers.

Cost: \$930

1995

September 18-22

Managing Change: Challenge for the 90's

Code 36KM

(3 days)

Today's manager is more challenged than ever by an accelerated rate of change in the organizational environment. Current forces driving organizational change include the introduction of new technologies, a more culturally diverse workforce, and the economic challenges of global competition. In an attempt to address these forces, organizations are using new methods and tools such as TQM. Your success as a manager depends on how well you recognize, anticipate, and manage such changes.

Description: You will learn to:

- Identify the nature and forces of change and their impact on the individual, the work group, and the organization.
- Identify your critical role in the change process.
- Determine the appropriate speed of change and the level of commitment required for the specific change effort.
- Practice a model that uses productive meetings by quality teams to assist in the change process.
- Practice the use of specific feedback, coaching, and counseling skills for managing conflict in the change process.
- Examine the appropriate evolution of quality teams into self-managing teams to carry out the change effort.

Audience: Managers and incumbent supervisors at the GS-13/15 level.

Cost: \$660

1995

February 1-3

August 23-25

Managing Scientists and Engineers

Code 36JT

(5 days)

Managing in a scientific or engineering organization presents some special opportunities and some challenges. As you manage your staff, it is essential to consider their technical background and orientation. This course's emphasis takes advantage of your own technical orientation in selecting your management style.

Description: This course addresses:

- Development of technical staff.
- The technology of your organization.
- The informal organization in a technical environment.
- Performance appraisal skills.
- Creating and maintaining feedback systems.
- How to influence your boss.
- On-the-job-applications.

Audience: Engineers and scientists who are already supervisors/managers, as well as those with potential for such positions.

Cost: \$660

This course is available only on a single-agency basis.

Advisory Techniques for Personnelists

Code 22FP (3 days)

Personnel specialists are the employees who most frequently advise managers and supervisors on features and flexibilities of the personnel system and how they may best be used to accomplish agency programs and to implement human resource decisions. With this thought in mind, we have developed a course that will provide you with "hands-on" techniques that will enable you to carry out your advisory role as a personnel specialist more effectively.

Description: In this course you will focus on:

- Effective advisory techniques/consulting skills.
- The role of the personnel specialist/generalist as a consultant.
- Approaches to problem solving.
- Diagnosis and data collection.
- Contracting and negotiating techniques.
- Development of recommendations and feedback.

Audience: Personnel specialists or other personnel support staff who have limited experience and training in advisory/consultation techniques.

Cost: \$540

1995

February 6-8

Assessment I: Introduction to Job Analysis

Code 22GB (3 days)

Job analysis is a systematic process for obtaining information about a job. Anyone working with merit promotion programs needs to understand this process.

A job analysis is required to ensure that you are using job-related selection criteria.

This means you must identify the knowledges, skills, and abilities that are required to perform a job and then develop a crediting plan to rate applicants on these factors.

Description: You will learn how to:

- Conduct a simple job analysis consistent with legal and regulatory requirements.
- Develop a crediting plan for rating training and experience.
- Rate applicants using a training and experience rating guide.

Audience: Personnelists who need a basic introduction to job analysis as it is used in personnel staffing. This course supplements *Personnel Staffing in the Federal Government* (Code 22FW), and OPM's *Basic Staffing and Placement* (Code 22FA), if a review is desired.

Cost: \$540

1995

January 9-11

July 19-21

Assessment II: Personnel Assessment and Selection

Code 22FH

(5 days)

Personnel staffing specialists are responsible for identifying the best qualified applicants for positions. To do this, you must be able to develop and apply a variety of assessment tools such as training and experience rating guides, supervisory appraisals, and structured interviews. You also must be familiar with the legal and regulatory requirements that apply to these selection devices.

Description: You will learn how to:

- Conduct job analyses using a method that identifies and analyzes the knowledges, skills, abilities, and personal characteristics required to perform a job.
- Select and develop three types of personnel measurement and appraisal devices: training and experience rating schedules, supplemental supervisory appraisals, and structured interviews.
- Rate and rank candidates using job-related knowledges, skills, and abilities.

Audience: Experienced personnel specialists whose responsibilities include staffing or who have taken OPM's *Basic Staffing and Placement* (Code 22FA), and now handle more complex staffing cases.

Cost: \$800

1995

May 1-5

August 14-18

Assessment III: Developing a Rating Schedule

Code 22GC

(3 days)

This course is designed to assist experienced staffing specialists with the more difficult and complex aspects of analyzing jobs and developing rating schedules. The course combines lectures and workshops to provide you opportunities to practice your skills and to receive feedback and critiques of your work products.

Description: You will learn how to:

- Perform job analyses and write rating schedules for moderately complex situations such as mixed series, and multiple grades and positions.
- Use a rating schedule to rate applications.
- Calculate inter-rater reliability estimates for a rating schedule.
- Review documented job analyses and rating schedules in order to identify problems.

Audience: Staffing specialists with experience in developing and applying training and experience rating guides.

Prerequisite: *Assessment II: Personnel Assessment and Selection* (Code 22FH) or equivalent experience and knowledge.

Cost: \$725

1995

June 19, 20, and 22

Basic Staffing and Placement

Code 22FA

(5 days)

This nationwide training course is for "new" Federal personnel specialists who need the background, historical perspective, and insight into current programs and regulations necessary to operate in the staffing environment.

Description: At the end of training, you will be able to:

- Understand the role of the staffing specialist in assisting managers.
- Compare and contrast recruiting and affirmative action programs.
- Devise alternative solutions to recruiting challenges.
- Research and maximize usage of resources and reference materials.
- Assess minimum qualifications using the Qualifications Standards Handbook.
- Evaluate a candidate's knowledge, skills, and abilities.
- Select the correct authority when making appointments.
- Describe concepts in "downsizing."
- Apply merit promotion and other in-service procedures.
- Inform applicants and employees about the civil service employment system.

Audience: Personnel staffing specialists who need a working knowledge of personnel staffing regulations. Other employees who need an overview of staffing should attend *Personnel Staffing in the Federal Government* (Code 22FW).

Cost: \$770

1995

January 30—February 3

April 17-21

June 12-16

August 7-11

September 18-22

Job Analysis for Subject-Matter Experts

Code 22GE

(1 day)

A subject-matter expert is someone who knows the job—a top performing employee or a supervisor of the position. A subject-matter expert's role is crucial in the job analysis process.

You must identify the knowledge, skills, and abilities that are required to perform a job, and then help develop a crediting plan to rate applicants on these factors.

Description: You will learn how to:

- Identify knowledge, skills, and abilities (KSAs) required to perform the duties of a position.
- Analyze the KSAs to determine those that should be used as rating criteria.
- Identify task examples indicative of levels of a KSA for use in a crediting plan.

Audience: Supervisors and others who are asked to serve as subject-matter experts in the job analysis process. This course is not intended for personnel specialists who will facilitate job analysis panels. They should attend either *Assessment I: Introduction to Job Analysis* (Code 22GB) or *Assessment II: Personnel Assessment and Selection* (Code 22FH).

This course is only conducted onsite at agencies' requests and can be modified to meet specific agency needs. Dates, times, and cost are negotiable.

Merit Promotion Principles and Practices

Code 22FI (2 days)

All Federal agencies are required to establish merit promotion programs in accordance with the guidelines issued by OPM. Personnel specialists and others who initiate, process, give advice on, or review merit promotion actions need a thorough understanding of merit promotion requirements.

Description: You will learn how to:

- Describe the roles and responsibilities of managers, supervisors, selecting officials, and staffing specialists in the merit staffing process.
- Locate and apply OPM and agency policy and guidance.
- Process merit staffing actions in accordance with a specific merit staffing plan, including analyzing a job, announcing vacancies, assessing applicants, assisting management in making selections, and documenting the action.
- Identify and recommend alternatives and flexibilities in filling positions.
- Identify merit promotion violations and appropriate corrective actions.
- Analyze and solve problems related to merit staffing.

Audience: Anyone who needs familiarity with merit promotion programs. This course supplements *Personnel Staffing in the Federal Government* (Code 22FW), and *Basic Staffing and Placement* (Code 22FA), if a review is desired.

Cost: \$360

1995

January 19-20

June 8-9

Personnel Interviews

Code 22FF (1 day)

Personnel interviews play a significant role in many phases of personnel management. The recruitment interview is the first contact between your agency and prospective employees. It is important that the interviewer obtain information necessary to assess employment possibilities and, at the same time, present a positive picture of the agency. Interviews conducted by selecting officials under your merit staffing procedures play a key role in selecting the best candidates to fill vacancies.

Description: Through lecture, group discussion, and role play, you will learn how to:

- Adhere to agency policies regarding interviews.
- Develop interview objectives and strategies.
- Plan and conduct interviews.
- Ensure the use of job-related questions.
- Evaluate and make decisions based on the information obtained in an interview.

Audience: Personnelists, supervisors, and other agency employees who are responsible for planning and conducting interviews and evaluating information obtained by interviews. Those interested in the use of interviews as an assessment tool may want to attend *Assessment II: Personnel Assessment and Selection* (Code 22FH).

This course is available only on a single-agency basis. For dates, times, and costs, please call the number listed below.

Personnel Staffing for Administrative, Clerical, and Secretarial Employees

Code 22FG (3 days)

This course is designed to provide information on the staffing function as well as on specific personnel actions, e.g., preparation of SF 52s, processing OPM certificates of eligibles, and providing orientation for new employees. Other topics include: the merit system, merit principles and prohibited personnel practices, staffing interrelationships, filling competitive positions, and other common personnel actions.

Description: You will learn how to:

- Explain the interrelationship between the staffing function and other mission-related functions.
- Understand a variety of appointment authorities.
- Follow specific guidance in order to perform a limited number of personnel-related duties.

Audience: Employees, generally in the GS-312, -303, -318, or -326 series, who have duties involving preparation and/or processing of a limited variety of personnel actions. This course is not directed to personnel staffing assistants, who should take *Personnel Staffing in the Federal Government* (Code 22FW).

Cost: \$560

1995

February 13-15

July 24-26

Personnel Staffing in the Federal Government

Code 22FW (4 days)

Staffing in the Federal Government is based on merit principles and equal opportunity. Many special programs and procedures have been established to help ensure that the best qualified people are selected.

Employees in various positions need a general understanding of how the staffing process works.

Description: You will learn how to:

- Describe the roles and responsibilities of those involved in the staffing process.
- Explain the common types of terms and appointments, including the competitive examining process.
- Apply qualification standards in simple situations.
- Explain merit promotion procedures.
- Discuss a variety of special employment programs.

Audience: Anyone who needs a general overview of the staffing process. Staffing specialists and others who perform staffing duties should attend *Basic Staffing and Placement* (Code 22FA).

Cost: \$665

1995

March 27-30

May 22-25

September 12-15

Qualifications Analysis

Code 22FK (Revised) (3 days)

Personnel staffing specialists determine whether applicants meet the minimum qualification requirements established for specific positions by applying the *Qualification Standards for General Schedule Positions*, and other regulatory requirements.

You must be able to analyze an applicant's experience and education to determine if he/she is qualified for a position.

Description: You will learn how to:

- Explain and use the *Qualification Standards for General Schedule Positions*.
- Apply the individual standards found in Part VI of the Handbook to determine applicants' qualifications for specific positions.
- Identify and justify use of selective factors.
- Explain and determine a variety of basic eligibility requirements such as age, citizenship, and time-in-grade.

Audience: Anyone who makes qualification determinations using the *Qualification Standards Manual*. This course supplements *Personnel Staffing in the Federal Government* (Code 22FW), and *Basic Staffing and Placement* (Code 22FA), if a review is desired.

Cost: \$540

1995

April 3-5

June 5-7

Recruiting Foundations

Code 22RF (Revised) (3 days)

The development of effective recruiting programs is becoming a major factor in the short- and long-term organizational planning of Federal agencies. A shortage of well-qualified candidates exists now for some positions, and the list is likely to grow in the future. One result of shortages is an increased competition among employees for these candidates. In times of downsizing, organizations have an even greater need to find the right people for the right job. To meet the challenge, this course has been designed to provide Recruiting Program Managers with the Knowledge and skills necessary to plan, build, upgrade, and manage their recruiting program.

Description: You will learn how to:

- Gain management support for recruitment programs.
- Direct design, and evaluate marketing plans and products.
- Identify recruiting methods, source, and strategies.
- Evaluate the effectiveness of recruiters and recruiting plans.
- Explain pay implications in reduction in force.
- Ensure ethical compliance with recruiting policies.

Audience: Recruiting Program Managers or persons with collateral duties in recruiting policies, and/or programs.

Cost: \$695

1995

April 26-28

Reduction in Force

Code 22PT (Revised) (4 days)

If you are a personnel management specialist responsible for advising management and carrying out reduction in force (RIF) actions, you need to have an in-depth knowledge of the procedures and regulations covering these actions. You should be aware of the lessened impact and extent of the RIF. You must also be prepared for employee appeals or grievances by ensuring that actions are properly taken and documented.

Description: You will learn how to:

- Define basic terms such as: competitive area/level, retention group/subgroup, bumping, and retreating.
- Describe the basic procedures used in a RIF.
- Establish a retention register.
- Apply RIF actions of displacement, retreating, bumping, and separation.
- Explain pay implications in reduction in force.
- Explain special employment programs for displaced employees.
- Explain grievance and appeal procedures.

Audience: Personnel specialists or others whose responsibilities include directing or administering RIF.

Prerequisite: Knowledge of Federal staffing procedures.

Cost: \$720

1995

January 23-26
May 9-12

Selective Placement of Persons with Disabilities: A Seminar for Coordinators

Code 22FQ (3 days)

More emphasis is being placed on hiring persons with disabilities, including disabled veterans.

This Seminar will provide coordinators of the Selective Placement Program with the skills, information, and insight needed for effective program planning and implementation.

Description: You will learn how to:

- Describe the coordinator's role in the recruitment, placement, and advancement of applicants and employees with disabilities.
- Recognize attitudinal and architectural barriers to the employment of persons with disabilities and describe ways to eliminate them.
- Outline methods used to perform job analysis and restructuring.
- Identify community resources that can be used to recruit and provide services to persons with disabilities.
- Explain policies, regulations, procedures, practices, and OPM and EEOC plan requirements relevant to persons with disabilities.
- Describe the impact of the American Disabilities Act on the Selective Placement Program.

Audience: Federal coordinators and personnel and EEO specialists with assignments related to the design and operation of the Programs.

Cost: \$490

1995

March 20-22

Veterans' Employment Program: A Workshop

Code 22UO

(2 days)

Veterans' employment affects a variety of personnel, affirmative employment, and affirmative action issues. A substantial body of Federal laws, regulations, and program guidance exists covering veterans' employment. Recent changes in Veterans' Preference and Veterans' Affirmative Employment Programs have occurred. This training will enhance your agency's Veterans' Employment Program.

Description: You will learn how to:

- Effectively resolve a variety of personnel issues involving veterans' employment.
- Explain current eligibility requirements for Veterans' Preference in the appointment process.
- Improve the administration and operation of your agency's Disabled Veterans Affirmative Action Program (DVAAP).
- Effectively use the noncompetitive appointing authority for veterans who have 30 percent or more disability (Veterans' Training Program).
- Identify needs and necessary resources for implementing an effective Veterans' Employment Program.

Audience: Federal coordinators for Veterans' Employment and Selective Placement Programs and personnel and EEO specialists with assignments related to the design and operation of the Programs.

Cost: \$325

1995

April 24-25

Basic Position Classification

Code 22JA

(10 days)

Agencies are required to describe their positions accurately and classify them according to duties and responsibilities. This requires application of the basic principles of the classification system. This is a nationwide course

Description: You will learn how to:

- Relate position classification to the management process.
- Gather and evaluate job information.
- Explain the differences in classifying General Schedule (GS) and Federal Wage System jobs.
- Classify GS positions using the narrative and Factor Evaluation systems.
- Classify supervisory positions using the General Schedule Supervisory Guide.
- Write position descriptions and evaluation statements.
- Explain classification appeals.

Audience: Position classifiers with less than one year of experience and personnel specialists responsible for classifying positions. (**Note:** Those not performing classification duties should choose an overview course, such as *Position Classification for Non-Classifiers* [Code 22JR].)

Cost: \$1060

1995

March 6-17

May 8-19

June 5-16

August 7-18

Classification Issues Seminar

Code 22JB (Renamed)

Position classification is a dynamic field currently experiencing organizational pressures to modify and change traditional policies and practices. Position classification authority is gradually being delegated to line managers in some agencies, changing the role of the classifier. In some agencies the classifier performs in an advisory role only. Automated position description and classification procedures and simplified position classification guides and standards influence the working environment of position classifiers.

Description: You will learn how to:

- Interpret and apply changing policies and procedures in light of the restructuring the field is experiencing.
- Implement the latest position classification technical criteria.
- Determine current priorities in the field, based on discussions with program officials and technical experts.

Audience: Classification specialists and compensation personnel.

Detailed information will be published by special announcement. Please call the number listed below to have your name added to the mailing list.

Classifying Computer-Related Positions

Code 22JF

(2 days)

Most Federal offices use computers, requiring that current or new employees carry out computer-related duties. These changes create needs for Federal managers and supervisors to:

- Understand how computer-related duties affect a position's grade.
- Ensure that position descriptions accurately reflect computer tasks.
- Find ways to retain trained employees in highly competitive labor markets.

Description: Upon completion of this course, you will be able to:

- Develop alternative organizational structures for computer offices.
- Understand classification principles and how they apply to computer related occupations.
- Classify computer positions in the GS-334 and GS-335 series.

Audience: This course is appropriate for personnel specialists and computer systems managers unfamiliar with applying classification standards to computer positions. (It is not designed for the classifier experienced in the evaluation of computer-related occupations.)

Cost: \$370

1995

February 23-24

The Federal Wage System

Code 22JX

Within the Federal sector, the work we do is divided into two major categories for classification purposes. One is the more familiar General Schedule (GS), and the other is the Federal Wage System (FWS) for Trades and Labor Occupations. In order to perform fully your classification duties, you will need to understand the job-grading system and the pay determination process for nonsupervisory (WG and WL) and supervisory (WS) jobs.

Description: You will learn how to:

- Evaluate positions based on the four job-grading factors for nonsupervisory jobs and the three job-grading factors for supervisory jobs.
- Grade supervisory and nonsupervisory jobs including helper, intermediate, and leader jobs by applying the correct job-grading standards for each type of position.
- Determine the prevailing wage rate in a given wage area and establish the WG, WL, and WS wage schedules.
- Identify the conditions that require the application of environmental and night shift differentials and premium pay.

Audience: Position classification specialists and other personnel specialists who are responsible for grading jobs under the Federal Wage System.

This course is only available on a single-agency basis.

General Schedule Supervisory Guide

Code 22JO

(2 days)

Of the many tools used by position classification specialists, one of the most important is the *General Schedule Supervisory Guide*. This course will help you understand and apply the most complex and controversial provisions of the *Guide*.

Description: You will learn how to:

- Define and distinguish supervisory, managerial, and work-leader positions.
- Determine the proper credit for program scope and effect, organizational setting, supervisory and managerial authority, personal contacts, difficulty of typical work directed and other conditions.
- Identify and determine appropriate credit for special elements including variety, shift work, special technical demand, special staffing situations, etc.
- Make final grade adjustments based on other conditions contributing to the difficulty of performing supervisory duties.

Audience: Position classification specialists and other personnel specialists responsible for classifying positions. Participants should be at least at the GS-9 level and have had *Basic Position Classification* (Code 22JA), or its equivalent, and some work experience with the *Guide* before taking this course.

Cost: \$370

1995

April 20-21

August 3-4

Position Classification: Analysis and Evaluation

Code 22JP

(3 days)

Federal agencies have a wide variety of functions to perform. These functions are assigned to many different types of positions. Some of these positions are common in the agency and throughout the Government. In other situations, however, the assignment of work may result in positions that require intense analysis. This course focuses on positions requiring application of considerable judgmental skills in the position classification process.

Description: You will learn how to:

- Analyze and evaluate positions for which there are no published standards.
- Identify the grade-controlling duties and series-determining duties.
- Use special guides for making grade evaluations.

Audience: Position classification specialists and personnel management specialists who are responsible for position classification and have not reached the full performance level.

Prerequisite: Enrollees **MUST** have at least one year of classification experience and have completed a basic course in classification before taking this course.

Cost: \$515

1995

March 1-3

July 12-14

Position Classification Evaluation Reports

Code 22JQ

(5 days)

Position classification is an important personnel function. The decisions you make concerning the proper title, series, and grade of positions in your organization must be understood by managers, supervisors, incumbents, and others. The evaluation report is your vehicle for presenting your facts and explaining your conclusions.

Description: You will learn how to:

- State the purpose and benefits of well-written evaluation reports.
- List the types of positions and situations that often require reports and other documentation.
- Describe and outline the major components of an evaluation report.
- Write evaluation reports for positions in both the narrative and the Factor Evaluation System formats.

This course gives you an opportunity to practice writing evaluation reports, receive critiques of your work, and discuss the problems of writing complete and accurate reports.

Two days are devoted to review of instructor's critique of participant reports.

Audience: Position classification specialists and others responsible for position classification, and those who need additional practice in writing reports.

Prerequisite: Enrollees **MUST** complete a basic course in classification before taking this course.

Cost: \$580

1995

June 5-9

Position Classification for Non-Classifiers

Code 22JE

(3 days)

Position classification is a process that has impact throughout your entire organization. The classification of a position determines qualifications required, career progression, recruitment sources, training requirements, and pay plan.

There is a need, then, for staff members from various areas and support groups to understand the fundamental policies and objectives of the classification program in the Federal Government.

Description: You will learn how to:

- Discuss the relationships among position classification and other personnel programs.
- Correctly use common classification terms.
- Apply the basic principles of position classification.
- Classify positions by applying standards for the General Schedule in both the narrative and the Factor Evaluation System formats.

Audience: Supervisors, managers, and administrative specialists. (**Note:** Position classification specialists should choose from the more specialized courses on these pages.)

Cost: \$515

1995

March 22-24

July 26-28

Position Classification: Obtaining Facts and Presenting Findings

Code 22JN (2 days)

Factfinding is the first step in the classification process. Presenting your conclusions is the final step of the process. Information is available from a variety of sources. Among the most important sources of information are discussions with employees and supervisors. For you to be successful, you must recognize the importance of developing your interviewing skills.

Description: You will learn how to:

- Plan for the classification interview—identify your purpose and structure your questions.
- Establish rapport with and gain the cooperation of the people you interview and the people who will receive your findings.

This course combines lectures with workshops and role-play practice interviews. Videotaped interviews are discussed in class to identify interviewing strengths and weaknesses.

Audience: Position classification specialists and personnel management specialists who are responsible for classification. (**Note:** Participants should complete a basic course in classification before taking this course. Experienced classifiers will benefit from this course if refresher training in interviewing is desired.)

Cost: \$370

1995

January 26-27

August 24-25

Position Management

Code 22JC (3 days)

It is Federal policy that departments and agencies organize and operate themselves in a manner that results in the best possible use of both fiscal and personnel resources. This responsibility begins with the head of the agency and is shared by all managers and supervisors.

As a personnelist or management specialist, one of your responsibilities is to suggest possible areas of improvement in position management.

Description: You will learn how to:

- Define position management.
- Explain the requirements governing position management systems.
- Identify and describe the roles of other staff specialists involved in position management.
- Compare alternative methods of work organization to identify the optimal position structure for an organization.
- Identify position management issues and propose alternatives for improvement.
- Describe the objectives and benefits of a sound position management program.

Audience: Experienced position classification specialists and other personnel and staff specialists with responsibility for position management. (**Note:** This course is not intended for employees in trainee positions.)

Cost: \$530

1995

February 15-17

Writing Position Descriptions

Code 22JS

(3 days)

Every position must have an approved, official description that lists and discusses the major duties and responsibilities that the employee will be expected to perform on the job. Position descriptions may be used for work planning, employee training, and performance evaluation.

Therefore, the descriptions must be written clearly and accurately so that they will be understood by employees and supervisors and be evaluated properly by the classification staff.

Description: You will learn how to:

- Outline the required elements of a position description.
- Identify significant classification and job-grading factors.
- Select appropriate information to include in your position descriptions.
- Write descriptions that accurately reflect the duties and responsibilities of positions in both the narrative and the Factor Evaluation System formats.

Audience: Supervisors and administrative personnel who write position descriptions. (**Note:** This course is not designed for position classifiers.)

Cost: \$505

1995

April 26-28

Administrative Systems and Procedures Analysis

Code 23MQ (5 days)

This course is about manual systems—that is, systems that are not computerized.

You will learn how to improve a manual system and to put the system into condition for easy transition to computers in the future.

Employees who want to apply the “systems approach” and simplify procedures must know how to analyze an old system and show how to improve it.

Description: You will study a system and learn how to:

- Manage systems and procedures.
- Evaluate systems, procedures, forms, reports, and records.
- Decide how to improve the system
- Write and—especially—present your proposal.
- Plan, lay out, and use space effectively.

Audience: Secretarial and other support staff who want to develop skills for more productive use of time.

Cost: \$630

1995

February 13-17

April 3-7

June 5-6

Advanced Management Analysis

Code 23FE (5 days)

Experienced analysts need to refine their analytical skills to keep growing in their profession.

This course will enable you to sharpen these skills by comparing various approaches to organizational problems.

Description: Using case studies, you will learn how to:

- Plan a study, including dealing with staffing.
- Spot and analyze the problem systematically.
- Analyze organizational direction.
- Find out how workers feel.
- Judge efficiency, economy, effectiveness, and productivity.
- Talk with management.

Audience: Those experienced in program and management analysis, auditing, and program and project management.

Cost: \$750

1995

January 23-27

March 27-31

June 12-16

August 28–September 1

Data Collection and Analysis

Code 23FC (5 days)

To do a management study or audit, you must collect and analyze data.

How you collect and analyze the data shapes the results—and reliability—of the management study or audit.

Description: Workshops and Government case studies will show you how to:

- Identify the problem.
- Design a research study.
- Do sampling (including allowing for demographic factors).
- Write questionnaires.
- Monitor motivating and restraining forces in interviews.
- Listen effectively in interviews.
- Apply statistical analysis to data.
- Use correlation and regression analysis.
- Analyze data graphically.
- Pose a hypothesis.
- Interpret data.

Audience: Management, program, and systems analysts.

Cost: \$650

1995

March 13-17

May 1-5

August 14-18

Elements of Management Analysis

Code 23GH (5 days)

Many administrative and clerical employees have the aptitude—but lack the training—to become management analysts. They, and others who work with management analysts, will benefit from this basic course.

We show you the management analysis techniques popular in Government. Our case studies, too, come from Government.

Description: You will learn how to:

- Discuss basic organization and management theory.
- Use simple descriptive statistics to present facts.
- Measure work.
- Write reports.
- Brief management.

Audience: Employees who want to become management analysts or who work with management analysts.

Cost: \$650

1995

February 6-10

March 6-10

April 10-14

May 8-12

June 5-9

July 10-14

August 7-11

September 18-22

Introduction to Program Evaluation

Code 23GV (5 days)

Evaluation identifies, discovers, generates, and displays information about an organization's program effectiveness. The information shows:

- What the organization produces.
- How those products affect society.
- How much that effect is worth.

Budget hearings, before Congress as well as OMB, often require information generated by evaluations. Legislation commonly requires formal evaluation of some type as a condition for a program's existence or funding. Analysts must be able to describe programs, identify information useful in evaluation, collect reliable data, and analyze it effectively.

Description: This course will introduce you to methods for:

- Identifying critical elements of the evaluation process.
- Identifying the phases of research design.
- Evaluating the strengths and weaknesses of different data gathering techniques.
- Interpreting statistical data.
- Identifying costs and benefits of a program.

Audience: For employees who are new to the field of program evaluation or who need a review of the concepts and approaches that are most suitable for program evaluation.

Cost: \$750

1995

January 30–February 3

May 15-19

July 17-21

September 11-15

Introduction to Statistics

Also known as *Basic Statistical Applications*

Code 23LS (5 days)

This course offers you an opportunity to learn what statistical science is about and the many possible uses it serves in Government functions and programs. In a down-to-earth mode of instruction, it introduces you to a few of the most frequently used statistical tools and concepts. Statistics can be applied to all activities that are measurable or quantifiable, such as voucher examination, scheduling, budgeting, auditing, statistical survey taking and many other tasks and operations in Government. Without measurement, there is no way of improving quality and service or reducing product variation. This course offers a beginning statistical application.

Description: Topics you will learn include:

- The definition and role of statistics.
- Data collection and summarization techniques, including frequency distribution.
- Measures of variation and stability.
- Coefficient of variation.
- Probability, the laws of chance.
- Normal distribution and its applications.
- An introduction to correlation and regression analysis.

Audience: Those needing to understand basic statistical concepts, words, and methods. A knowledge of elementary arithmetic is essential for meaningful participation. Also bring a hand-held calculator with a square root function to class.

Cost: \$630

1995

February 6-10

June 19-23

August 7-11

Leadership: Change, Challenge, and Empowerment

Code 52ES

(4 days)

This "new" course will focus on the necessary techniques to create a leadership environment. The concepts of ethical leadership, visioning and the role of leaders will be stressed. Participants will use the tools of situational leadership to empower employees and learn how to achieve organizational objectives. Participants will:

- Learn how to management individual differences.
- Model the behavior needed to achieve the desired success.
- Understand the behavior needed to achieve the desired success.
- Select the appropriate leadership style given a series of situations.

Audience: Experienced first line supervisors (two years or more)

Cost: \$425

1995

September 5-8, 1995

Management Advisory Techniques: Consulting Skills

Code 23FN

(4 days)

Management analysts and other staff specialists are often called on to provide objective analysis of a management problem and to give advice on the management of a program.

It is through an advisory role that solutions to difficult management problems are often discovered, and new paths to management improvements are proposed.

Description: Through small group workshops, lecture, group discussion, practical exercises, case studies, role playing, and selected readings, you will learn:

- Problem solving and special advisory skills for successful intervention.
- Negotiation techniques.
- Interviewing principles and practices.
- Feedback planning and presentation.
- Action planning and implementation.

Audience: Technical and nontechnical staff specialists with limited experience using management advisory techniques. This course may also be suitable for those desiring refresher training in the basics of management advisory techniques.

Cost: \$570

1995

January 17-20

August 14-17

Management Analysis and Review

Code 23FL (5 days)

The management analyst's role, the basic analytic techniques, and the major steps in management analysis highlight this intermediate course.

Employees who want to make management systems more efficient need these analytical skills.

Description: Using a case study, you will learn how to:

- Understand the management analyst's role.
- Use basic analytical techniques, including modeling.
- Carry out the major steps in a management analysis (define the problem, write a study proposal, get management's approval, propound alternatives and compare, report, install, and follow-up).

Audience: Management analysts, program analysts, management interns, and supervisors and managers who work with management analysts. New analysts should first complete *Elements of Management Analysis* (Code 23GH).

Cost: \$650

1995

January 23-27

February 13-17

March 20-24

April 24-28

May 22-26

June 19-23

July 31–August 4

August 28–September 1

September 25-29

Management Control Reviews

Code 23DL (3 days)

GAO has reported to the Congress that most agency management control systems are not adequate, even though the agencies have certified them as such. GAO's findings indicate that most agencies did not make adequate tests to determine whether their systems were meeting the control objectives.

Description: This course will help you carry out the OMB and GAO mandates in the most effective, efficient, and economical manner. You will learn how to:

- Effectively test the management control systems.
- Establish the appropriate control objectives to avoid or minimize specific risks of waste, fraud, and mismanagement.
- Determine whether control techniques are adequate and proper to accomplish the control objectives.
- Make the appropriate revisions or recommendations if the system is not adequate or not achieving the desired results.
- Report results of *Management Control Reviews*.

Audience: Program managers, supervisors, analysts, and others involved in conducting, coordinating, or evaluating management control reviews.

Cost: \$470

1995

March 1-3

June 28-30

August 23-25

September 27-29

Organizational Study and Design

Code 23AK (5 days)

What's the most effective way to organize? You will find answers in this course that include practical concepts, principles, and techniques for planning and designing organizations. You will learn how to design new organizations and streamline existing ones. You will see your agency as a "project matrix," as well as a "line organization." Your design will fit the agency's purpose, internal conditions, and environment.

Description: Case studies will enable you to:

- Describe approaches to organizational studies.
- Plan an organizational study.
- Discuss organizational concepts and issues.
- Gather relevant facts.
- Develop a new organizational structure using a six-step process.
- Develop position guides.
- Implement study results.

Audience: Program and management analysts, personnel specialists, supervisory program and management analysts, management auditors, and others who study and design organizational structures.

Cost: \$650

1995

February 13-17

May 15-19

September 18-22

Presenting Statistics Using Graphs, Charts, and Tables

Code 23LD (3 days)

Federal employees are frequently requested to interpret or present statistical data in the form of graphs, charts, and tables. Whether for an internal report, a publication, or solely for informational purposes, the understanding of statistical presentation techniques is an invaluable tool.

Description: This course enables you to:

- Interpret published data appearing in the form of a graph, chart, or table.
- Use the tools available and mechanics for constructing graphs, charts, and tables.
- Present statistical data.

Audience: Those needing to learn how to interpret and present data objectively.

Cost: \$455

1995

February 1-3

April 10-12

June 12-14

August 21-23

September 11-13

Project Management: Planning, Scheduling, and Control Techniques

Code 23GY (5 days)

This course shows you how to manage and organize a project, develop the project schedule, manage work in progress, forecast when to bring in staff and resources, and monitor the project until its completion. You will see how to choose report-back systems and task team members, control a project, refine the project plan, and spot and correct problems that usually arise.

Description: You will learn about:

- Project management cycles and approaches.
- Developing the project schedule and the work breakdown structure.
- Implementing the project plan.
- Controlling project schedules and costs with techniques like trend and deviation analysis.
- Integrating costs, schedules, and reports.
- Reporting on project status and project implementation activities.
- Using computer software to manage projects.

Audience: Staff specialists; project managers; candidates for a project team or task force; and others responsible for functions like management studies, planning, systems development, research development, and continuous system maintenance.

Cost: \$630

1995

March 13-17

May 8-12

July 24-28

September 18-22

Reengineering Your Agency

Code 52ET (2 days)

The National Performance Review (NPR) is challenging Federal agencies to make quantum leaps in their performance and has set out four ambitious goals: (1) Cut red tape, (2) Put customers first, (3) Empower employees to get results, and (4) Cut back to basics.

Reengineering Your Agency provides participants with the principles and tools of process reengineering. The most important objective of this two-day program is to acquire a developed sense of how to work with radical organizational change that incorporates right-sizing and a universal redesign to work flow, systems and procedures.

Description: The following topics will be covered:

- Description of the environmental factors driving reengineering in the Federal Government and how these methods relate to TQM and other reinventing Government philosophies.
- Getting ready to reengineer by assessing the workplace, challenging assumptions, identifying opportunities, and identifying who does the work.
- Development of strategies for implementing newly redesigned processes, including identifying the most likely barriers to reengineering and generation of ideas for dealing with them.

Audience: Supervisors, managers, and analytic staff personnel.

Cost: \$275

1995

June 5-6

September 7-8

Statistics for Management

Code 23LM (5 days)

Statistical science has become an essential tool of management. Non-statisticians are realizing that they cannot advance in Government without an appreciation and understanding of the vital role that statistics, properly collected and used, play in improving productivity and management decisions.

Description: You will learn how to:

- Quantify processes.
- Collect, process, analyze, and present data in a meaningful way.
- Use random sampling to improve quality and productivity.
- Understand how to determine confidence in decision-making.
- Use tools of correlation and regression analysis in budgeting, management improvement, including detection of possible abuse and fraud.

Audience: Management analysts and employees who work with numerical data, especially senior generalists.

Bring a pocket calculator with a square-root function.

Cost: \$675

1995

April 3-7

July 24-28

September 11-15

Strategic Planning

Code 23PY (2 days)

The goal of this two-day course is to provide Federal managers and their staffs with a knowledge of a strategic planning process that is consistent with the guidance set out in the Government Performance and Results Act (GPRA) and the goals of the National Performance Review (NPR).

Description: Upon completion of the training, participants will be able to:

- Explain the benefits of strategic planning.
- Use a strategic planning model.
- Start an assessment of the implementation phases for a strategic planning process appropriate for your organization.

Audience: Supervisors, managers, and analytic staff personnel.

Cost: \$345

1995

February 21-22

June 1-2

August 24-25

Techniques for Systematic Analysis and Improvement

Code 23FD (3 days)

This is a basic course designed to provide instruction in three work simplification techniques. These techniques may be used together or independently to solve problems and increase productivity.

By applying these techniques, you learn to efficiently prepare and analyze process flow charts, flow layout charts, and work distribution charts.

Description: The workshop shows you how to:

- Analyze physical layouts, workforce, paperwork, and procedures.
- Do each analysis systematically (choose the job you want to improve, break it down, examine it, propose an improvement, and implement it).
- Gather data.
- Apply management flowcharting.
- Work up from a task chart, to an activity chart, to a work distribution chart.
- Document operations, using standard flowcharting symbols.
- Present and write your proposals effectively.

Audience: Management, program and systems analysts; managers and supervisors; management and administrative assistants; procedures writers; and others who, as part of their jobs, gather data or analyze systems.

Cost: \$540

1995

February 8-10

May 31-June 2

August 2-4

Introduction to Supervision

Code 36JD

(5 days)

This nationwide course will assist new supervisors in making the transition to supervisory roles and responsibilities.

Description: This course is designed to provide training in the management competencies needed by most supervisors. Competencies addressed include: communication, leadership, interpersonal skills, self-direction, flexibility, decisiveness, managing a diverse workforce, conflict management, team building, and human resources management. Topics include:

- Making the transition to supervisor.
- Communications.
- Planning, assigning, controlling, and evaluating work.
- Leadership.
- Motivation.
- Managing employee performance.
- Customer service.
- Managing diversity.

Special attention is given to applying information on the job. You receive the *Supervisor's Guide*, a reference for many of the personnel issues you will face.

Audience: New supervisors and those who are about to become supervisors.

Cost: \$620

1995

January 9-13

February 6-10

March 6-10

April 3-7

May 1-5

June 5-9

July 10-14

August 7-11

September 11-15

Management Functions and Techniques

Code 36JC

(5 days)

As a supervisor, you know your organization's mission, the number of people under your control free to do the work, and the budgeted resources available to you. Your task is to use these resources in the most effective and efficient manner in order to accomplish your organization's goals. This course teaches you the skills you need to do the job.

Description: Through case studies, group exercises, and videos, you learn to plan the work. You will:

- Clarify your long- and short-range objectives and define all the parts, phases and steps that will be required.
- Organize your personnel in order to utilize and match their skills to the required tasks.
- Direct, delegate, and assign authorities and responsibilities.
- Control, monitor, and evaluate the progress of the job and the performance of your staff.
- Provide feedback and recognition.

Audience: Supervisors. This course is a logical follow-on course to *Introduction to Supervision* (Code 36JD).

Cost: \$620

1995

January 23-27

September 18-22

Pre-Supervisory Workshop: Is Supervision For You?

Code 36JP (2 days)

This course provides participants an understanding of the challenges and rewards of supervision. It will assist you in making informed decisions about the supervisory or management competencies needed to be a successful supervisor or manager.

This nationwide course will assist you in deciding whether to pursue a career in supervision or management. It is not a substitute for *Introduction to Supervision* (Code 36JD).

Description: The course provides an overview of the basic management competencies defined in OPM's Management Excellence Framework, but it does not attempt to build skill in the competencies. It will provide:

- An overview of the roles, responsibilities and expectations of a supervisor.
- Enough perspective and information, including self-assessment, to assist you in making a decision about becoming a supervisor.
- Help to avoid early pitfalls if you become a supervisor.

Audience: Individuals considering a move into supervision.

Cost: \$300

1995

February 16-17

April 24-25

July 31-August 1

Supervising Wage Grade Employees

Code 36JV (5 days)

This basic supervisory training program is similar to *Introduction to Supervision* (Code 36JD), but is designed especially for Wage Grade (blue-collar) supervisors. Course materials and exercises examine the critical pressures that you face as "first-line" supervisors.

Description: This course examines your role and functions as a supervisor in a blue-collar environment. Through lectures, exercises, case studies, and films, you are provided training in the following areas:

- The supervisor's role in the organization.
- Improving organizational and interpersonal communication.
- Delegation and control mechanisms.
- Managing conflict.
- Motivation.
- Customer service.
- Ethics.
- Managing diversity.
- Performance counseling and feedback.
- Improving employee performance.
- The supervisor's role in training and development.

Audience: Supervisors and team/group leaders of Wage Grade employees.

This course is only available on a single-agency basis.

Supervision and Group Performance

Code 36JB

(5 days)

This nationwide course creates awareness about group processes and their effect on organizational performance. It develops team-building skills and techniques and provides training in core management competencies: communication, problem solving, interpersonal skill, flexibility, decisiveness, leadership, self-direction, conflict management, influencing/negotiating, human resource management, team building, and creative thinking.

Description: You will explore ways to enhance your group's ability to work toward organizational goals by examining participative decision making, change, problem solving, and conflict resolution. You will be able to:

- Match an appropriate leadership style to the level of group development.
- Analyze the dynamics of group change, group communication, conflict, reasons for resistance, and practice skills needed to improve effectiveness.
- Facilitate creative thinking, problem solving, information sharing, collaboration, and decision making.
- Meet the needs of customers through more effective group performance.
- Understand team building and organization skills for empowering the work group.

Audience: First-line supervisors and project/team leaders. **Prerequisite:** *Introduction to Supervision* (Code 36JD) or equivalent training.

Cost: \$620

1995

March 20-24

May 8-12

July 24-28

September 25-29

Facilitating Quality Work Teams

Code 23MN (4 days)

Since most agencies have established quality improvement teams, there is a continuing need for new facilitators to guide the group processes. Team leaders may also benefit from facilitator training. By training many part-time facilitators, an agency is assured of having a good supply of group facilitators and team leaders to carry out its quality improvement efforts.

Description: This course is a workshop that teaches you facilitation skills and permits you to practice them in a realistic environment. You will be able to:

- Apply active facilitation skills.
- Assess your strengths and weaknesses as a group facilitator.
- Practice style modifications to facilitate more effectively.
- Use alternative intervention techniques.

Audience: Quality improvement process team leaders and facilitators, and persons who will perform these roles in the future.

Cost: \$545

1995

February 7-10

May 16-19

August 8-11

Leading Quality Work Teams

Code 23MM (2 days)

This course continues the training presented in *Succeeding in Quality Work Teams* (Code 23MS). Team leaders play an important role in the quality improvement process, since they manage the process action teams and share in the responsibilities with other team members. Team leaders are also the contact point for communication between the team members. Team leaders are also the contact point for communication between the team and the rest of the organization.

Description: Through discussions and group exercises, you will learn how to:

- Define the role of the quality team leader.
- Assign team responsibilities.
- Plan and conduct effective meetings and work sessions.
- Work with other team members to get results.

Audience: Individuals who are leading teams or are potential team leaders.

Cost: \$345

1995

April 6-7

July 20-21

Quality Management Tools and Problem Solving Skills

Code 23ML (3 days)

This course defines a step-by-step problem-solving process capable of being implemented by quality improvement teams. It includes a description of the procedures necessary to implement each step of the process, including the applicable tools. The course provides a "hands-on" learning experience through the use of the case-study method. You also learn the basic concepts of statistical quality control, control charts, and process capability concepts.

Description: Through Discussions and group exercises, you will learn:

- The broad concepts on which quality management is based.
- The Eight-Step Problem Solving Process involved in a successful quality improvement project, including a key skills.
- Basic statistical tools that are needed to carry out a total quality program.
- How this material can be used on the job.

Audience: Quality improvement team members and potential or designated team leaders and facilitators.

Cost: \$445

1995

April 19-21

June 26-28

September 6-8

Quality Management Workshop

Code 23MJ (2 days)

This course is designed to give you a "hands-on" experience in the philosophy and techniques of quality management. It consists of an introduction, plus group exercises in which you apply the principles to your own organizational structure and work processes. You gain a fundamental understanding of function analysis, work process analysis, and basic tools as they are used by teams.

Description: Through lectures, videotapes, and group exercises, you will:

- Recognize the cost of poor quality and how to reduce it.
- Identify opportunities for quality improvement.
- Learn ten basic principles of quality management and how to apply them.
- Learn basic concepts of function analysis.
- Learn how to use work process analysis to select, understand, measure, and improve processes.
- Preview basic tools.
- Discuss the level of commitment and actions required to implement quality management.

Audience: Managers and supervisors who are considering implementing quality management in their organizations and employees who will participate on teams.

Cost: \$345

1995

March 16-17

July 6-7

Succeeding in Quality Work Teams

Code 23MS (3 days)

This course prepares members of quality improvement teams to work cooperatively as they strive to exceed customer expectations by continuously improving the processes that comprise their work environment. This course is intended as a prerequisite to *Leading Quality Work Teams* (Code 23MM).

Description: Through discussions and group exercises, you will learn how to:

- Explain the responsibilities of team members and leaders.
- Communicate effectively within a team environment.
- Identify how roles and behaviors impact the success or failure of quality improvement teams.
- Ensure effective team meetings.
- Use decision-making and consensus-building techniques.

Audience: Potential team members and team leaders.

Cost \$445

1995

April 3-5

July 17-19

Basic Instructional Techniques

Code 22LF (5 days)

Instructors in all areas need knowledge of the principles of adult learning and instruction as well as practice in the universal platform skills and delivery techniques that make classroom instruction more effective.

Description: This workshop uses a combination of lectures, discussions, and practice presentations. Presentations are videotaped for review and feedback. Practice, self-assessment, and feedback from a variety of sources will help you analyze and improve your performance. You will learn how to:

- Establish an appropriate climate for learning.
- Prepare and deliver instructional presentations:
 - To identify trainer skills and techniques appropriate to specific groups, environments, and objectives.
 - To use training and group work techniques to enhance achievement of training objectives.
- Give and receive feedback.

Audience: Both new and experienced instructors and others who brief or instruct groups.

Cost: \$850

1995

September 11-15

Instructional Design

Code 22LU (5 days)

A systematic approach to design and development may be used for planning new programs, revising existing ones, identifying training evaluation methods, and assessing how training affects work performance.

Description: As a member of a team, you will systematically design and develop an actual instructional package and present your product to the class. This allows you to learn from the experience of others and gain a firm basis for applying learning to your job. Specifically, you will learn how to:

- Find and use information you need to determine training needs.
- Write task statements, learning and instructional objectives, and criterion measures.
- Identify and organize training content.
- Select methods and media appropriate to objectives, content, and the learner.
- Write specifications for lesson plans and instructional materials.
- Use appropriate and realistic strategies for collecting feedback.
- Select procedures for validating the course content.

Audience: Training professionals, subject-matter experts, and others involved in training design, development, and evaluation.

Prerequisite: *Instructional Systems Development: The Analysis Phase* (Code 22MA).

Cost: \$830

1995

March 6-10

August 14-18

Instructional Systems Development: The Analysis Phase

Code 22MA

(2 days)

This nationwide training course is one component of an overall training and development curriculum. Needs analysis, the first phase, focuses on the importance of conducting thorough front-end assessments prior to developing training courses or implementing training programs. This course explains a systems approach to training, the role front-end analysis plays in the process, how to plan and conduct different front-end needs analyses, and how to compile and report data.

Description: The overall purpose is to enable Federal training personnel to:

- Diagnose existing performance problems.
- Determine if the problems are potentially worth solving.
- Determine if the problems are caused by a lack of skills or knowledge, a lack of motivation and incentives, or constraints in the environment.
- Determine if training is the appropriate solution to the identified problem.
- Make alternative recommendations if training is not a solution.
- Provide information necessary for effective course design, when training is appropriate.

Audience: Training professionals and others involved in training course design projects.

Cost: \$420

1995

January 9-10

June 12-13

Introduction to Human Resources Development in the Public Sector

Code 22LA

(3 days)

Training and development (T&D) activities are becoming increasingly important because of reductions in staff, emphasis on productivity, and rapid changes in work technologies. Many kinds and levels of staff need a basic background in theories, concepts, laws, regulations, resources, and the operation of T&D in the public sector.

Description: Brief lectures and guided discussions on concepts and goals and their implications, workshops, and class activities will enable you to explore and define your own role in training and development. You will learn how to:

- Define the roles, functions, and purposes of T&D in a work organization.
- State the primary authorities for the T&D function.
- List and describe the steps in the T&D process.
- Describe the purpose and methods of needs assessment.
- Identify resources to achieve T&D.

Audience: New employee development specialists and assistants, training officers, personnelists, program managers, and others whose duties include identifying, selecting, producing, and allocating training and development resources and opportunities.

Cost: \$535

1995

May 22-24

September 25-27

Providing Career Development Assistance

Code 22MD (2 days)

The role of the human resource development professional is to identify, assess, and help develop key competencies of employees to perform their current and/or future jobs. With the focus on both current and future jobs, the career development function is becoming increasingly prominent in the training and development area.

Description: This workshop provides information necessary to establish and maintain a career development function, as well as improve your skills to serve as an individual development counselor. The counselor's role involves assessing employee competencies, values, and goals in order to identify and plan development and career actions. You will learn how to:

- Explain the role of the career development function in the training development organization.
- Describe the benefits of career development functions to the overall organization.
- Identify resources necessary to establish and maintain a career development function.
- Define a career research/development model for present and future jobs in an organization.
- Apply the key components of a career-search model or self-assessment in hands-on exercises.

Audience: Training professionals who are involved in training, development, and program administration.

Cost: \$420

1995

March 27-28

July 24-45

Training Evaluation

Code 22MB (Renamed) (2 days)

This nationwide training course is one component of an overall training and development curriculum. This course explains the role that evaluation plays in the Instructional Systems Development (ISD) process and how to conduct an evaluation from start to finish.

Description: This course will enable you to:

- Determine whether evaluation is appropriate for a training program.
- Determine the specific purpose of the evaluation.
- Define the particular questions whose answers will achieve the purpose of the evaluation.
- Design an evaluation study that will answer the evaluation questions.
- Develop the measurement instruments required by the evaluation design.
- Analyze the collected data to obtain answers to the evaluation questions.
- Report the answers in a format that promotes decision making on the basis of the evaluation results.

Audience: Individuals who have at least a part-time responsibility for evaluating an instructional program. Also valuable for managers who direct such people or who must justify their training budget.

Prerequisite: *Instructional Systems Development: The Analysis Phase* (Code 22MA).

Cost: \$420

1995

June 19-20



OPM's Nationwide Training Services

OPM provides a full range of training services to Federal, state, and local government agencies in Washington, DC, in each of OPM's five regions, and at many locations where Federal employees work outside the United States. Following are descriptions of OPM training services and OPM training organizations.

Streamlined System for Nationwide Training

Departments and agencies can now select courses from the entire OPM nationwide training curriculum, have those courses customized to meet their needs, and have them delivered consistently and at multiple locations anywhere in the country. Contact the Program Development Division, (703) 312-7321/FAX (703) 235-1299, or the OPM training center serving your location (training center addresses and telephone numbers follow).

Human Resources Development Marketing and Information

The Office of Marketing and Information serves as a focal point for coordinating human resource development (HRD) activities within the Federal Government and for identifying key issues and trends affecting HRD professionals. It develops governmentwide HRD policy and guidance, including the Intergovernmental Personnel Act mobility authority. It coordinates and exchanges information with agencies on training and development initiatives, current issues, best practices, and marketing efforts. The coordination and information exchange is carried out through publications, events, (conferences, workshops, forums, briefings, and showcases), electronic bulletin boards, private and public sector partnerships, and networks of Federal HRD leaders. The networks include an interagency HRD Council of agency HRD Directors, Federal Executive Boards, and Region Training Councils. Washington, DC, agencies should call or write:

US Office of Personnel Management
Office of Marketing and Information
1400 Wilson Blvd. Suite 1200
Arlington, VA 22209

(703) 235-1006
FAX (703) 235-1493

The services listed above are provided to field agencies by OPM's five Regional Training Centers and by the European Training Program in Europe.

Nationwide Training Services

Nationwide Training Assistance Services

OPM's Training Assistance Program (TAPS) gives agencies access to quality contractors who can provide instructional products that use the latest and most advanced educational technologies. Through the use of highly qualified companies under contract with TAPS, agencies are assured a timely response to their training needs. TAPS can produce instructor guides, participant materials, training aids, audio/video products, self-paced instructional packages, reference guides, computer-based training programs, and interactive training materials.

US Office of Personnel Management

Training Assistance Program

1400 Wilson Blvd. Suite 700

Arlington, VA 22209

(703) 312-7223

FAX (703) 235-1492

Field officials should contact the OPM regional training center servicing their office or installation for information on TAPS services locally.

The Government Affairs Institute

The Government Affairs Institute (GAI) provides courses on congressional operations, concentrating on the organization, process, and practices of the Congress as well as how Executive Branch departments and agencies are affected by congressional action. All GAI courses are conducted on Capitol Hill in Washington, DC, so that participants receive onsite experience and analysis of the Congress, including the opportunity to meet and interact with key players in the legislative policy process. GAI offers both the interagency courses and single agency programs tailored to fit the specific mission and legislative interests of an individual agency. A limited number of briefings can be conducted onsite at the request of the agency.

GAI also administers the LEGIS Fellows Program which is a 7- or 12-month development program that provides work assignments with the Congress combined with formal training in the congressional process. LEGIS Fellows must be at or above the GS/GM-13 level or equivalent.

For information about GAI programs, write or call:

US Office of Personnel Management

Government Affairs Institute

1400 Wilson Blvd. Suite 900

Arlington, VA 22209

(703) 312-7267

FAX (703) 235-1495

National Independent Study Center

OPM's National Independent Study Center (NISC) is located in Denver, Colorado, and provides independent study training courses and services to Federal, state, and local government employees nationwide and overseas. NISC offers over 35 self-study courses on a variety of topics in supervision and management, computer skills, personnel management, customer service, written communication, and financial management. Students can complete these courses at their own learning pace and on their own schedule at home or in the office. For more information, write or call:

US Office of Personnel Management
National Independent Study Center
PO Box 25167
Denver, CO 80225-0167

(303) 969-5800
FAX (303) 969-6439

European Training Program

The European Training Program, located in Darmstadt, Germany, provides the full range of OPM human resource development services for U.S. Government civilian, military, and local national employees located throughout Europe, North Africa, and the Middle East. These services include training policy and coordination, interagency and single-agency training in all OPM curricula, training assistance, and executive development. Employees of foreign governments and international organizations located in the ETP's service area are also eligible to receive these services. Write or call:

U.S. Office of Personnel Management
European Training Program
UNIT 29404
APO AE 09175

Commercial 011-49-6151-36280
FAX 011-49-6151-362810

Career Development Programs

The Office of Personnel Management provides a broad range of management enhancement and continuing development, and management assessment programs to strengthen both individual leadership and agency management. Description of these five programs follow:

The Senior Executive Service Candidate Development Program

The SES Candidate Development Program (SES CDP) provides all formal training needed to meet the requirements of the OPM Qualifi-

cations Review Board for SES candidates. This training includes the 2-week Washington Executive Seminar and four different 2- and 3-day seminars covering all five Executive Core Qualifications. This Program is limited to persons in SES candidate programs, incumbent SES members, and high-potential GS/GM-15 employees.

Telephone (703) 807-0313
FAX (703) 235-1413

The Executive Potential Program

The Executive Potential Program (EPP) is a 12-month career enhancement program that provides training and development experiences for high-potential GS/GM-13/14 level employees who are moving into managerial positions. The Program provides managerial needs assessments, individual development plans, developmental work assignments, and residential training.

Telephone (703) 807-0313
FAX (703) 235-1413

The Women's Executive Leadership Program

The Women's Executive Leadership Program (WEL) is a 12-month program open to both men and women at the GS-11/12 levels who have little or no supervisory work experience. The Program provides residential training, developmental work experiences, needs assessments, and career planning.

Telephone (703) 807-0313
FAX (703) 235-1412

The Presidential Management Intern Program

The Presidential Management Intern Program (PMI) provides a career starting point in the Federal Government for high-potential graduate students who have demonstrated a commitment to the management and analysis of public programs and policies. Graduate students must be nominated by their college or university and undergo an extensive screening process to be selected as an Intern. Those selected enter at the GS-9 level, and receive 2 years of formal and on-the-job training and career planning. Those who successfully complete the program are eligible for career appointments at the GS-12 level.

Telephone (703) 807-0313
FAX (703) 235-1411

Nationwide Training Services

Management Assessment

The Leadership Excellence Inventory (LEI) is a management assessment instrument designed to measure Federal executive, managerial, and supervisory competencies. It includes computerized administration, multiple rater options, developmental suggestions, and graphic displays. The LEI supports individual and organizational career planning and long-term development efforts and is now available for agency administration and certification.

Telephone (703) 807-0313

FAX (703) 235-1411

Written inquiries about the preceding five career development programs should be sent to:

US Office of Personnel Management
Career Development Programs
1400 Wilson Blvd. Suite 800
Arlington, VA 22209

The Management Development Centers

OPM's Management Development Centers (MDC) are a unique interagency training and development resource that provides an unparalleled residential and educational setting for new as well as senior government managers. The Centers provide a core management curriculum that addresses the knowledge, skills, and abilities needed by government managers and supports the transition from manager to executive. The Centers also provide a wide range of professional development programs dealing with public management and national policy issues. All these programs are conducted in a residential setting.

US Office of Personnel Management
Eastern Management Development Center

PO Box 1579

Lancaster, PA 17608-1579

(717) 399-0112

FAX (717) 399-0115

US Office of Personnel Management
Western Management Development Center

3151 South Vaughn Way, Suite 300

Aurora, CO 80014

(303) 671-1010

FAX (303) 671-1018

The Federal Executive Institute

The Federal Executive Institute (FEI) was established in 1968 as an interagency residential executive development center focused on the generalist role of the senior Government executive. The Institute's programs assume that senior officials are already highly skilled in their technical specialties and in the programmatic and administrative processes of their individual agencies. As a result, FEI programs are focused on broadening experiences required when managers emerge from the rather narrow loci of their own specializations to enter a new and second profession for which most have never received formal training—as leaders and Federal career executives. These Senior Executive Service members and selected GS/GM-15's are competitively selected by their agencies to attend the 4-week program (Leadership for a Democratic Society), 1-week Work-Team Development programs, or short custom-designed, agency-specific strategic planning sessions. For additional information, write or call:

US Office of Personnel Management
The Federal Executive Institute
1301 Emmet Street
Charlottesville VA 22903-4899

(804) 980-6200
FAX (804) 979-1030

Regional Training Centers

OPM has training centers in each of its five regions and in Arlington, VA. Each of these Centers provides the full range of OPM training and development services. Each provides classroom training in all areas of personnel management, management and supervision, financial management, information management, and communication and business skills. The Centers' courses are available to employees of Federal, state, and local governments on an open enrollment and a single-agency basis. Open enrollment programs permit participants from many agency work situations to share common problems and solutions. Onsite programs can be tailored to specific issues and approaches selected by the client agency. Instructors in all OPM courses are subject-matter experts with practical experience in their fields and apply the latest adult learning methods.

OPM's Training Centers also provide a proven employee training needs assessment tool, COMPETENCE 2000, which is especially valuable to agencies undergoing downsizing and other reinvention initiatives. This cost-effective instrument identifies the competencies necessary for successful job performance and determines training needs for employees across a broad range of job series. COMPETENCE 2000 provides information that can be used in training, coaching, and career counseling

Nationwide Training Services

and helps agencies focus their limited resources on training that improves the quality of work and customer service.

For information about any OPM training service, contact the OPM Training Center servicing your department or agency location:

US Office of Personnel Management
Atlanta Regional Training Center

Richard B. Russell Federal Bldg.

75 Spring Street, SW

Atlanta, GA 30303-3019

(404) 331-3488

FAX (404) 730-3813

Service Area: Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia.

US Office of Personnel Management
Chicago Regional Training Center

John C. Kluczynski Federal Bldg.

230 S. Dearborn Street, 30th Floor

Chicago, IL 60604-1687

(312) 353-2919

FAX (312) 353-3297

Service Area: Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, West Virginia, and Wisconsin.

US Office of Personnel Management
Dallas Regional Training Center

1100 Commerce Street, Room 4B23

Dallas, TX 75242-0495

(214) 767-8245

FAX (214) 767-8205

Service Area: Arkansas, Arizona, Colorado, Louisiana, Montana, New Mexico, Oklahoma, Texas, Utah, and Wyoming.

US Office of Personnel Management
Philadelphia Regional Training Center

Wm. J. Green Jr., Federal Bldg.

600 Arch Street, Room 3406

Philadelphia, PA 19106-1596

(215) 597-2527

FAX (215) 597-8613

Service Area: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Puerto Rico, Rhode Island, Vermont, and Virgin Islands.

US Office of Personnel Management
San Francisco Regional Training Center

120 Howard Street, 7th Floor

San Francisco, CA 94105

(415) 281-7025

FAX (415) 281-5937

Service Area: Alaska, California, Hawaii, Idaho, Nevada, Oregon, Pacific Ocean Area, and Washington.

Nationwide Training Services

US Office of Personnel Management

Washington Training Center

1400 Wilson Blvd., Suite 1000

Arlington, VA 22209-2312

(703) 312-7300

FAX (703) 235-5937

Service Area: The Washington, DC, metropolitan area.

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